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ABSTRACT

This document reports on barriers to the advancement of minority men and all women into decision-making positions in the private sector that were identified through a study of information from the following sources: 126 employers and employees testifying at public hearings in 5 U.S. cities; 18 commissioned research papers; survey of a sample of 25 chief executive officers (CEOs) selected across a range of industries/geographic areas; 6 racially homogeneous focus groups of Asian/Pacific Islander American, African American, and Hispanic/Latino male executives; 2 focus groups with American Indians; and special data runs of U.S. Census Bureau data. The report identifies societal, business, and governmental barriers to the advancement of minorities/women in the private sector along with successful strategies for overcoming those barriers. Fifty-one tables/figures, a 20-item annotated bibliography, and 76 references are included. Appendixes constituting approximately 30% of this document contain the following: glossary; tables detailing composition of the U.S. civilian labor force by race, sex, and Hispanic origin; corporate practice tables; methodology for measuring glass ceiling realities; standard industrial/occupational classifications; methodology/questions of the CEO survey; focus group methodology; tables characterizing employed persons within industry; roster of individuals testifying at public hearings; and index of tables. (MN)

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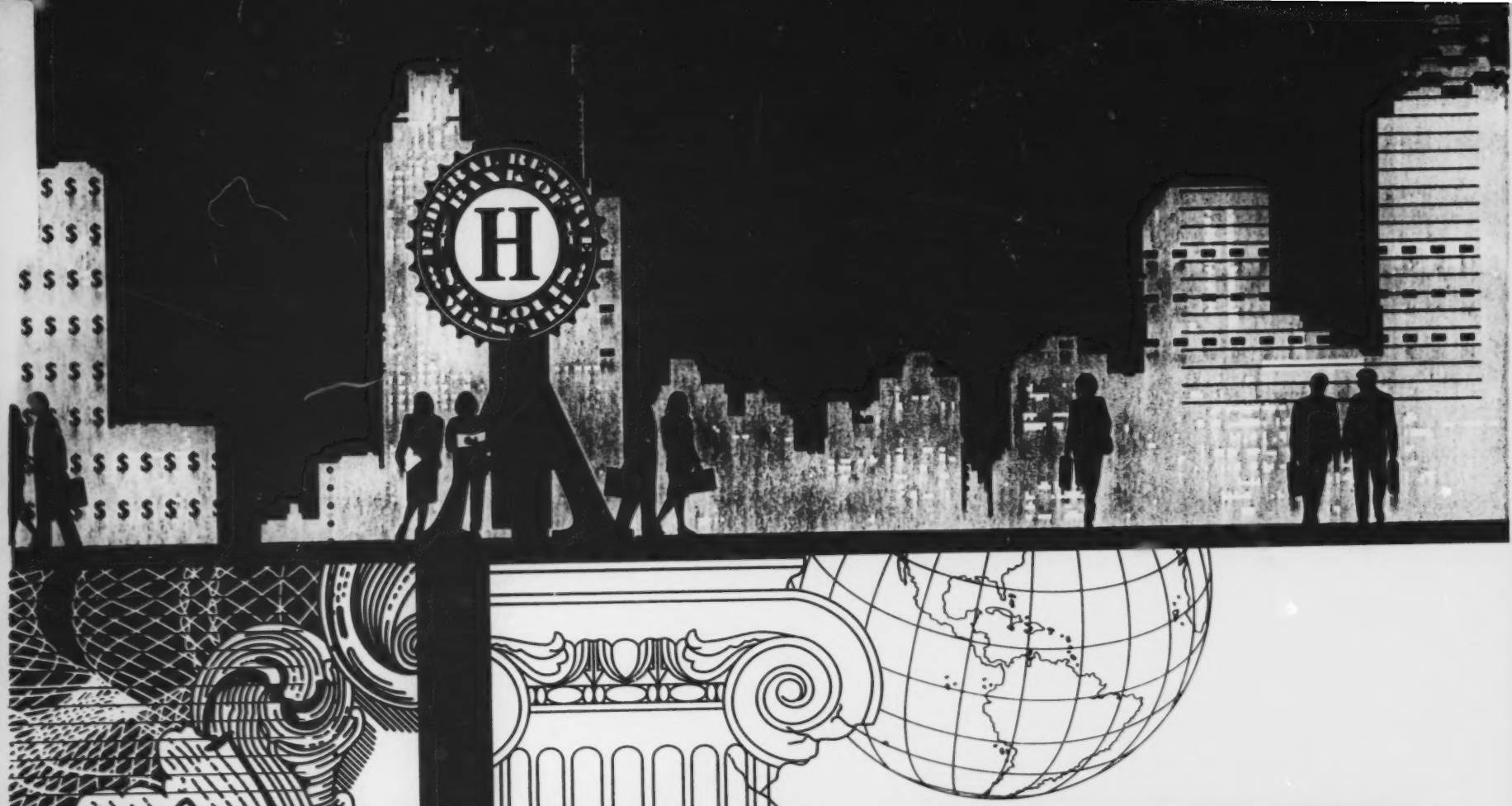

GOOD FOR BUSINESS: MAKING FULL USE OF THE NATION'S HUMAN CAPITAL

The Environmental Scan

A Fact-Finding Report of the Federal Glass Ceiling Commission
Washington, D.C.

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GOOD FOR BUSINESS: MAKING FULL USE OF THE NATION'S HUMAN CAPITAL

THE VISION

OF THE GLASS CEILING COMMISSION

A national corporate leadership fully aware that shifting demographics and economic restructuring make diversity a prerequisite for the long-term success of the United States in domestic and global market places.

THE MISSION

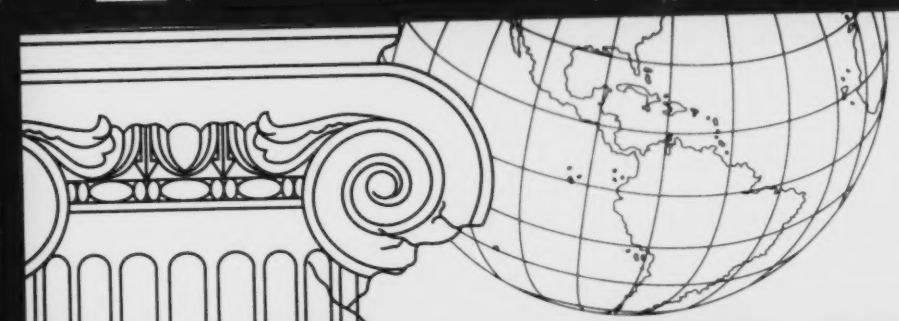
OF THE GLASS CEILING COMMISSION

"There is established a Glass Ceiling Commission to conduct a study and prepare recommendations concerning—

(1) eliminating artificial barriers to the advancement of women and minorities; and

(2) increasing the opportunities and developmental experiences of women and minorities to foster advancement of women and minorities to management and decisionmaking positions in business."

Public Law 102-166—November 21, 1991
Civil Rights Act of 1991
Section 203



GOOD FOR BUSINESS: MAKING FULL USE OF THE NATION'S HUMAN CAPITAL

The Environmental Scan

A Fact-Finding Report of the Federal Glass Ceiling Commission
Washington, D.C.

March 1995

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MESSAGE FROM THE CHAIRMAN
SECRETARY OF LABOR ROBERT B. REICH

The term "glass ceiling" first entered America's public conversation less than a decade ago, when *The Wall Street Journal's* "Corporate Woman" column identified a puzzling new phenomenon. There seemed to be an invisible—but impenetrable—barrier between women and the executive suite, preventing them from reaching the highest levels of the business world regardless of their accomplishments and merits. The phrase immediately captured the attention of the public as well as business leaders, journalists, and policy makers. The metaphor was quickly extended to refer to obstacles hindering the advancement of minority men, as well as women.

Thanks to the leadership and vision of Secretary Elizabeth Dole—and that of her able successor, Secretary Lynn Martin— the Department of Labor became closely involved in identifying and publicizing the glass ceiling problem, issuing a *Report on the Glass Ceiling Initiative* in 1991. Senator Robert Dole, who introduced the Glass Ceiling Act in 1991, praised Martin's report, noting that it "confirm(s) what many of us have suspected all along—the existence of invisible, artificial barriers blocking women and minorities from advancing up the corporate ladder to management and executive level positions." He added: "For this Senator, the issue boils down to ensuring equal access and equal opportunity."

The Glass Ceiling Act was enacted with only minor changes as Title II of the Civil Rights Act of 1991. It established the bipartisan Glass Ceiling Commission, with the Secretary of Labor as its chair. And it charged the twenty-one member Commission (itself an appropriately diverse body, in terms of ethnicity, gender, and political affiliation) with a complex mission: to conduct a study and prepare recommendations on "eliminating artificial barriers to the advancement of women and minorities" to "management and decisionmaking positions in business."

The fact-finding report that the Commission is now releasing confirms the enduring aptness of the "glass ceiling" metaphor. At the highest levels of business, there is indeed a barrier only rarely penetrated by women or persons of color. Consider: 97% of the senior managers of Fortune 1000 industrial and

Fortune 500 companies are white; 95 to 97% are male. In Fortune 2000 industrial and service companies, 5% of senior managers are women—and of that 5%, virtually all are white.

The research also indicates that where there are women and minorities in high places, their compensation is lower. For example, African American men with professional degrees earn 79% of the amount earned by white males who hold the same degrees and are in the same job categories. One study found that, more than a decade after they had graduated from the Stanford University of Business School, men were eight times more likely to be CEOs than women.

Nor does the evidence indicate that the glass ceiling is a temporary phenomenon. In fact, the research cited here finds relatively few women and minorities in the positions most likely to lead to the top—the "pipeline." The critical career path for senior management positions requires taking on responsibilities most directly related to the corporate bottom line. But the relatively few women and minorities found at the highest levels tend to be in staff positions, such as human resources, or research, or administration, rather than line positions, such as marketing, or sales, or production. Similarly, most companies require broad and varied experience in core areas of the business to advance—experience of the sort that, even now, too few women or minority men are in a position to develop.

In short, the fact-finding report tells us that the world at the top of the corporate hierarchy does not yet look anything like America. Two-thirds of our population, and 57 percent of the working population, is female, or minorities, or both. Nor, ominously, does the population of today's executive suite resemble the workforce of America's future. Women and minority men will make up 62% of the workforce by the year 2005.

As many of the CEOs interviewed by the Commission observed, this state of affairs is not good for business. Corporate leaders recognize that it is necessary for their business that they better reflect the market- place and their customers. Their trading partners and customers are becoming more global and diverse. And to succeed in this increasingly competitive environment, they need to attract and retain the best, most flexible workers and leaders available, for all levels of their organization. Narrowing the pool of talent from which they draw is—among other things—a blunder in competitive tactics. Most business leaders know that they simply cannot afford to rely exclusively on white males for positions of leadership.

The facts support their contention that diversity is good for business. A 1993 study of Standard and Poor 500 companies showed that firms that succeed in shattering their own glass ceilings racked up stock-market records that were nearly two and a half times better than otherwise-comparable companies.

Nevertheless, as the report finds, serious barriers to advancement remain—such as persistent stereotyping, erroneous beliefs that "no qualified women or minorities are out there," and plain old fear of change.

The next order of business, then, is to learn from the success stories—to find out the best means of investing in the human assets that together form America's most important productive resource. The Commission's report contains case studies of world-class companies that have boosted profits while effectively eliminating glass ceiling barriers in their organizations. It also identifies some of the factors common to successful corporate initiatives—beginning with high-level commitment and leadership and including corporate-wide accountability.

We need to learn from these lessons and create models of success for all American workers, to demonstrate palpably that hard work and talent will be rewarded and promoted. This is the only way to preserve for the modern age, and to pass on to future generations, the age-old American ethic of work and its reward.

As we have learned through the work of the Glass Ceiling Commission, shattering the glass ceiling both serves our national values and makes our businesses stronger.

America—which has always been a nation containing wide diversity and profound differences—has been bound together by shared promise of expanding opportunity. We cannot allow ourselves to be detoured from the next stage of our national journey. The inclusive values that modeled our past, and the economic imperatives of a challenging future, both require us to overcome the "glass ceiling" that mars the architecture of our economy today.

ACKNOWLEDGEMENTS

Special thanks to those individuals who, beyond their regular duties, greatly facilitated the work of the Commission.

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Barbara Wootton

The Federal Glass Ceiling Commission wishes to thank the many people who gave of their time, energy, and experiences to help make this report possible. Without their sustained cooperative effort and commitment to excellence, the wide range of data and experiences chronicled in this report could not have been gathered and published.

We welcome this opportunity to appreciate the staff of the Glass Ceiling Commission whose tireless effort helped fulfill this mandate. We are grateful for their strong stewardship: Yvonne Lacey, Loretta Davis, Howard S. Hankerson, Gordon Berg, Debra Brown, Carmen T. Lepe, Amy Golen, Alicia Neering, Victor Sewell, and Sharon Muse. And to all who have served on staff over the life of the commission, our thanks.

To all of those people throughout the regions where our hearings were held go our gratitude for their generous response.

Our work would have been impossible without the support of the U.S. Department of Labor who has given us a home complete with support services and the necessary aid and advice to allow us to operate.

Finally, the Federal Glass Ceiling Commission would like to recognize the able men and women who have confronted glass ceiling barriers and broken through them. Your efforts will speed the day when all people are recognized in the workplace for their skills and abilities. Each of you has strengthened the American dream. You have, in fact, defined it.

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SECTION I

EXECUTIVE SUMMARY

INTRODUCTION
OVERVIEW
HIGHLIGHTS OF THE RESEARCH

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INTRODUCTION

GLASS CEILING COMMISSION

The term glass ceiling was popularized in a 1986 *Wall Street Journal* article describing the invisible barriers that women confront as they approach the top of the corporate hierarchy.

The Federal Glass Ceiling Commission, a 21-member bipartisan body appointed by President Bush and Congressional leaders and chaired by the Secretary of Labor, was created by the Civil Rights Act of 1991. Its mandate was to identify the glass ceiling barriers that have blocked the advancement of minorities and women as well as the successful practices and policies that have led to the advancement of minority men and all women into decisionmaking positions in the private sector.

TASK

The Commission was specifically directed—

- to conduct a study of opportunities for, and artificial barriers to, the advancement of minority men and all women into management and decisionmaking positions in Corporate America, and
- to prepare and submit to the President and the appropriate committees of the Congress written reports containing the findings and conclusions resulting from the study and the recommendations based on those findings and conclusions.

SCOPE OF WORK

The Federal Glass Ceiling Commission systematically gathered information on barriers, opportunities, policies, perceptions, and practices as they affect five target groups that historically have been underrepresented in private sector top-level management—women of all races and ethnicities, and African American, American Indian, Asian and Pacific Islander, and Hispanic American men. **As the Glass Ceiling Act (Section 204 of Public Law 102-166) mandates,*** the Commission was directed to do the following:

> *"(1) examine the preparedness of women and minorities to advance to management and decisionmaking positions in business;*

The Commission conducted a study of opportunities for, and artificial barriers to, the advancement of minority men and all women into management and decisionmaking positions in Corporate America.

*Pursuant to Title II of the Civil Rights Act of 1991 (pub. L. 102-166) and Section 9 of the Federal Advisory Committee Act (FACA) (pub. L. 92-262, 5 U.S.C. app. II) a Notice of establishment of the Glass Ceiling Commission was published in the Federal Register on March 30, 1992 (57FR 10776).

(2) examine the opportunities for women and minorities to advance to management and decisionmaking positions in business;

(3) conduct basic research into the practices, policies, and manner in which management and decisionmaking positions in business are filled;

(4) conduct comparative research of businesses and industries in which women and minorities are promoted to management and decisionmaking positions, and business and industries in which women and minorities are not promoted to management and decisionmaking positions;

(5) compile a synthesis of available research on programs and practices that have successfully led to the advancement of women and minorities to management and decisionmaking positions in business including training programs, rotational assignments, developmental programs, reward programs, employee benefit structures, and family leave policies; and

(6) examine any other issues and information relating to the advancement of women and minorities to management and decisionmaking positions in business."

The Commission research and information-gathering process included the following:

- Five public hearings held in Kansas City, Kansas; Dallas, Texas; Los Angeles, California; Cleveland, Ohio; and New York, New York, at which 126 employers and employees from a broad spectrum of industries and institutions testified about their experiences and perceptions of the glass ceiling.
- The commissioning of eighteen research papers on the status and problems of minorities and women and on other specific aspects of the glass ceiling such as the impact of downsizing on diversity, comparative compensation, and law enforcement.
- A survey of twenty-five chief executive officers (CEOs) from white- and minority-owned businesses regarding their perceptions and experiences in recruiting, developing, and promoting minorities and women into decisionmaking positions.
- Six racially homogeneous focus groups of Asian and Pacific Islander American, African American and Hispanic/Latino male executives in New York, Chicago, and Los Angeles to determine the perceptions, opinions, beliefs, and attitudes of minority men on the key issues related to the glass ceiling barriers. (With each racial/ethnic

group, two sessions were held, one of younger men (30-45) and one older (46-65). All respondents were college graduates with a mix of bachelor's, master's, and Ph.D. degrees. All were full-time employees of U.S. companies in the following industries: communications, legal, electronic, health care, aerospace, utility, airline, financial/banking, travel, transport, publishing, realty, employment services, personal products, and beverage.)

- Two focus panel groups with American Indian men and women in Washington, D.C. (All members of the groups were college graduates with a mix of bachelor's, master's, and law degrees, a mix of government and private sector employment, and a mix of ages and tribal affiliations. The majority were based in Washington but others came from as far away as California.)
- Analyses of special data runs of U.S. Bureau of the Census data conducted expressly for the Federal Glass Ceiling Commission to establish as clearly as possible the educational achievement, status, and compensation levels of the target groups.
- Analyses of special data runs of U.S. Bureau of the Census data to identify the status of minorities and women by industrial sector.

THE REPORTS

Glass ceiling issues are about business and about people who work in business. Therefore, for the first report, the findings and conclusions are presented in an "Environmental Scan." The second report will contain recommendations and will be a "Strategic Plan."

Report One: The Environmental Scan

This document, The Environmental Scan, presents the findings of the Federal Glass Ceiling Commission resulting from research by its consortium of consultants, commission hearings, studies, interviews, focus groups, and panel discussions — as well as its review of other public and private research.

> The Environmental Scan describes and analyzes the barriers identified in existing research, independent studies, and Department of Labor surveys, as well as information gathered in the minority male executive focus groups, the American Indian focus groups, the CEO survey interviews, and the five public hearings. It also identifies and outlines strategies and practices that have been employed successfully to promote the advancement of minorities and women to senior-level positions in the private sector. These examples emerged from Commission research conducted by Catalyst and from the

Glass ceiling issues are about business and about people who work in business.

Many judgments on hiring and promotion are made on the basis of a look, the shape of a body, or the color of skin.

Commission's work in preparing for the Frances Perkins—Elizabeth Hanford Dole National Award for Diversity and Excellence in American Executive Management.

Finally, The Environmental Scan summarizes the perceptions of corporate leaders and minorities and women in the private sector and presents available quantitative data that supports or refutes them.

Emphasis is placed on perceptions because perceptions, true or not, perpetuate the existence of the glass ceiling barrier. Perceptions are what people believe and people translate their beliefs into behaviors, attitudes, and bias. Many judgments on hiring and promotion are made on the basis of a look, the shape of a body, or the color of skin. A 1992 report on a number of the nation's most progressive businesses and institutions, *The New Leaders: Guidelines on Leadership Diversity in America* by Ann M. Morrison, revealed that **prejudice against minorities and white women continues to be the single most important barrier to their advancement into the executive ranks.** For this reason, this report explores the perceptions of employers and employees, outlines the popular stereotypes, and then contrasts them with the research data and findings that delineate the realities and status of minority men and all the women who are affected by the glass ceiling.

Much of the qualitative information on perceptions is drawn directly from transcripts of the Commission's five public hearings, the CEO Survey, the minority executive focus groups, and the American Indian focus groups. The quantitative data is based on private surveys and Commission research and on extensive analyses of U.S. Department of Census data, analyses prepared expressly for the Commission. Specific sources are cited in the body of this report.

Report Two: A Strategic Plan

A second report will present the Commission's recommendations based on its findings. These recommendations will form a "Strategic Plan" that will be presented to the President and the Congress in the Summer of 1995.

The recommendations will speak to the imperative of dismantling artificial barriers to advancement. The recommendations will be designed to assure equitable opportunity for white men, minorities, and women.

OVERVIEW OF THE FACT-FINDING REPORT

Corporate leaders surveyed, and women and minorities who participated in focus groups, researchers, and government officials, all agree that a glass ceiling exists and that it operates substantially to exclude minorities and women from the top levels of management. At the same time, increasing numbers of corporate leaders recognize that glass ceilings and exclusion of members of groups other than white non-Hispanic males are bad for business because of recent dramatic shifts in three areas that are fundamental to business survival:

- **Changes in the demographics of the labor force**
- **Changes in the demographics of the national consumer markets**
- **The rapid globalization of the marketplace**

CEOs state that the need to compete in changing national and international business environments is driving business to address glass ceiling issues because:

- **Glass ceilings exclude from top leadership of corporations able people of diverse backgrounds that businesses need in order to compete successfully**
- **Top quality people, regardless of gender, race, or ethnicity, are essential to the health and profitability of business**

Despite the growing awareness among corporate leadership of the bottom-line value and economic imperative of including minorities and women in senior corporate management, progress has been disappointingly slow, and barriers persist which stop able people from achieving their full employment potential.

GLASS CEILING BARRIERS

Glass Ceiling research reveals three levels of artificial barriers to the advancement of minorities and women in the private sector that contradict this nation's ethic of individual worth and accountability—the belief that education, training, dedication, and hard work will lead to a better life.

The three levels of barriers identified by the Commission research, CEO studies, and focus groups are these:

- **Societal Barriers which may be outside the direct control of business**

Corporate leaders surveyed, and women and minorities who participated in focus groups, researchers, and government officials, all agree that a glass ceiling exists and that it operates substantially to exclude minorities and women from the top levels of management.

Corporate leaders who have successfully addressed the business barriers to the advancement of minorities and women are those who have squarely confronted the reality that their priorities and the priorities of their middle- and upper-level managers are not always synonymous.

—The Supply Barrier related to educational opportunity and attainment
—The Difference Barrier as manifested in conscious and unconscious stereotyping, prejudice, and bias related to gender, race, and ethnicity.

- **Internal Structural Barriers within the direct control of business**
  - —Outreach and recruitment practices that do not seek out or reach or recruit minorities and women
  - —Corporate climates that alienate and isolate minorities and women
  - —Pipeline Barriers that directly affect opportunity for advancement
    - —Initial placement and clustering in staff jobs or in highly technical and professional jobs that are not on the career track to the top
    - —Lack of mentoring
    - —Lack of management training
    - —Lack of opportunities for career development, tailored training, and rotational job assignments that are on the revenue-producing side of the business
    - —Little or no access to critical develop mental assignments such as memberships on highly visible task forces and committees
    - —Special or different standards for performance evaluation
    - —Biased rating and testing systems
    - —Little or no access to informal networks of communication
    - —Counterproductive behavior and harassment by colleagues
- **Governmental Barriers**
  - —Lack of vigorous, consistent monitoring and law enforcement
  - —Weaknesses in the formulation and collection of employment-related data which makes it difficult to ascertain the status of groups at the managerial level and to disaggregate the data
  - —Inadequate reporting and dissemination of information relevant to glass ceiling issues

A majority of the CEOs interviewed felt that these practices are obstacles to pursuing opportunity. Change can be handled well or it can be handled poorly. Those corporate leaders who have successfully addressed the business barriers to the advancement of minorities and women are those who have squarely confronted the reality that their priorities and the priorities of their middle- and upper-level managers are not always synonymous. These are the companies who have made the transition to inclusion while continuing to prosper. Their experience demonstrates that barriers can be overcome.

WHAT WORKS TO OVERCOME BUSINESS BARRIERS

There is no "one way" to eliminate the barriers to the advancement of minorities and women in the private sector. Each company is different and each must carefully evaluate its situation and needs. However, analysis of the companies that are managing change effectively indicates that the following characteristics—detailed in this report—are common to all successful glass ceiling initiatives:

- They have CEO support
- They are part of the strategic business plan
- They are specific to the organization
- They are inclusive—they do not exclude white non-Hispanic men
- They address preconceptions and stereotypes
- They emphasize and require accountability up and down the line
- They track progress
- They are comprehensive

THE ENVIRONMENTAL SCAN

Despite the growing number of corporate leaders who consider diversity at the managerial and decisionmaking levels to be an important issue impacting their company's bottom line, significant barriers continue to exist at various levels within organizations and are experienced differently by different ethnic and racial groups. These barriers impede the advancement of qualified minorities and women. In general, African Americans, American Indians, Asian and Pacific Islander Americans, and Hispanic Americans resist the use of the term minority which they feel implies inferiority. It has been pointed out that in the U.S. any population is a minority if it occupies a subordinate power position in relation to another population within the same country or society.

African American, American Indian, and Hispanic American men believe that within their groups not enough individuals are earning the degrees that business needs. On the other hand, they also perceive that even those who have these credentials face brick, opaque, and thick glass ceilings that block their advancement to senior-level decisionmaking positions. A survey of senior-level male managers in Fortune 1000 industrial and Fortune 500 service industries shows that almost 97 percent are white, 0.6 are African American, 0.3 percent are Asian, and 0.4 percent are Hispanic.

African American men and women comprise less than 2.5 percent of total employment in the top jobs in the private sector. African American men with professional degrees earn only 79 percent of the amount of their white male counterparts; African American women with professional degrees earn only 60 percent of what white males earn. African Americans represent a $257 billion consumer market.

In general, African Americans, American Indians, Asian and Pacific Islander Americans, and Hispanic Americans resist the use of the term minority which they feel implies inferiority.

Only 9 percent of American Indians in the workforce hold college degrees. American Indians have the highest high school dropout rate of any ethnic or racial group — 36 percent. According to the 1990 census, only 7,862 American Indians held executive, administrative, or managerial positions at any level, very little of it in the private sector.

From 1960 to 1990, Asian and Pacific Islander Americans were the fastest growing minority group. Asian and Pacific Islander Americans represent a $94 billion consumer market. Asian and Pacific Islander men feel that they have more than sufficient educational credentials and experience and still are kept under the ceiling because they are perceived as superior professionals but not as management material.

Hispanic American men have the highest workforce participation rate of any ethnic group at 78.2 percent. In 1990, 370,000 Hispanic Americans had earned advance degrees now considered essential for climbing the corporate ladder. Hispanic American represent a $175 billion consumer market.

White women in Corporate America agree they have made some movement through the glass ceiling. They are cautiously optimistic but they do not perceive that the problem has been solved. There is still a long way to go and barriers continue to exist. Only two women are CEOs in Fortune 1000 companies.

Minority women do not see much progress and feel that significant barriers to their advancement still exist.

The data show that minorities and white women are increasingly earning the credentials that business needs. However, data also show that women hold only 3 to 5 percent of the senior-level jobs in major corporations. Moreover, only 5 percent of the women who hold those senior-level jobs are minority women.

IN CONCLUSION

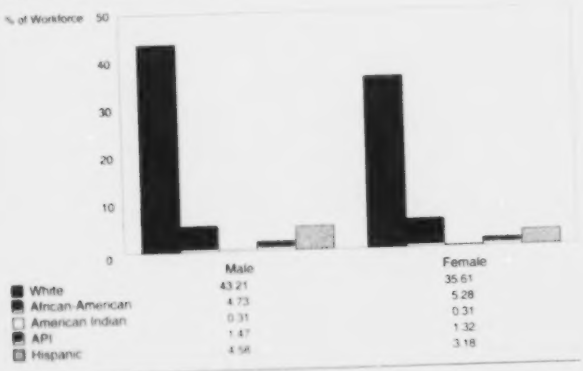
Two major strengths of our country—which with the exception of American Indians is a nation of immigrants—have been:

- the nation's ability to adapt to perpetual demographic change
- the nation's remarkable ability in most respects to make self-corrections whenever the contract with its citizenry is threatened or damaged

The body of research detailed in the following section reveals that in the private sector, equally qualified and similarly situated citizens are being denied equal access to advancement into senior-level management on the basis of gender, race, or

ethnicity. At the highest levels of corporations the promise of reward for preparation and pursuit of excellence is not equally available to members of all groups. Furthermore, it is against the best interests of business to exclude those Americans who constitute two-thirds of the total population, two-thirds of the consumer markets, and more than half of the workforce (approximately 57 percent).

Composition of the U.S. Workforce
(By Gender, Race and Ethnicity, 1990)



At the highest levels of corporations the promise of reward for preparation and pursuit of excellence is not equally available to members of all groups.

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HIGHLIGHTS OF THE RESEARCH

Over the last decade, 95 to 97 percent of senior managers—vice presidents and above—were men.

Population of the United States
Years 1980, 1990 and 2000*
By Percent

	1980	1990	2000*
White	79.7	75.3	71.2
African-American	11.7	12.0	12.6
American Indian	0.6	0.8	0.8
API American	1.5	2.9	4.3
Hispanic American	6.5	9.0	11.1

What is the Glass Ceiling?
*GCC Research 3, 8, and 13**

Federal Glass Ceiling Commission research papers, as well as testimony presented at the public hearings, clearly document that today's American labor force is gender and race segregated—white men fill most top management positions in corporations.

According to surveys of Fortune 1500 companies conducted by Korn/Ferry International and Catalyst over the last decade, 95 to 97 percent of senior managers—vice presidents and above—were men. A 1989 Korn/Ferry survey found that 97 percent of male top executives are white. A 1992 survey of Fortune 1500 companies found that 95 percent of the three to five percent of the top managers who were women were white non-Hispanic women. In 1994, two women were CEOs of Fortune 1000 companies.

The representation of women and minorities on Fortune 1500 boards of directors is also limited. Cox and Smolinski point out that less than 10 percent of the largest employers have women on their board of directors. According to a 1992 Heidrick & Struggles survey, *Minorities and Women on Corporate Boards*, non-U.S. citizens held 2.85 percent of the board seats of 806 Fortune companies, slightly less than the 3.11 percent combined total held by all racial and ethnic minorities.

Conversely, the American workforce is increasingly diverse. In 1950, white men comprised 65 percent of the labor force; in 1990 white male representation had dropped to 43 percent. During the same period, representation of white women in the labor force increased from 24.2 percent to 35.3 percent. At the same time, minority representation in the labor force doubled, to 15.2 percent. Over the last decade, the size of the Asian and Pacific Islander American population has doubled, becoming the fastest growing of minority groups in the United States.

A larger proportion of women and minorities are locked into low wage, low prestige, and dead-end jobs, which according to Harlan and Bertheide, are not connected to any career ladder.

*The numerical references cited at each heading refer to the research papers listed at the end of this section.

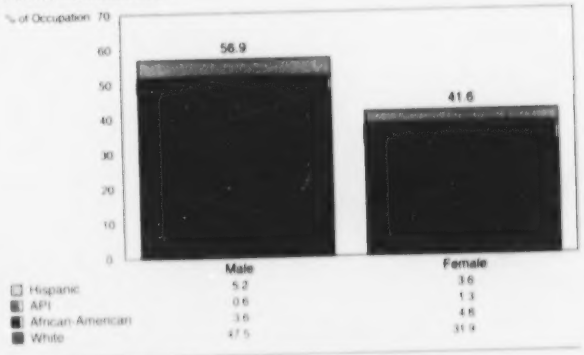
The Current Status of Minorities and Women Managers *GCC Research 1, 4, 7, 9, 11, 12, 13, 14, and 17*

Most female and minority professionals and managers do not work in the private-for-profit sector. They hold jobs in the public sector and "third sector" — non-governmental agencies in health, social welfare, and education; legal service, professional service, membership organizations and associations; libraries, museums and art organizations. According to Burbridge, 90 percent of Black female professionals, 70 percent of Black male professionals, and 83 percent of white and Hispanic women professionals work in the government or the third sector, compared to 56 percent of white male non-Hispanic professionals.

The exception to this pattern of employment is Asian and Pacific Islander Americans (API) who rely heavily on the for-profit sector. Contrary to the popular image of API Americans, only a small percentage are entrepreneurs or managers of small businesses (9.8 percent).

Federal Glass Ceiling Commission research also analyzed salaries as an indicator of advancement. In 1992, U.S. Census data reported the ratio of female to male earnings in management jobs ranged from a low of 50 percent in the banking industry to a high of 85 percent for managers in human services. An analysis of 1990 U.S. Census data shows that Black men who hold professional

Executives, Managers and Administrators
(By Race and Gender)
Public Administration



degrees and top management positions earned 79 percent of what white men earn. Black women, also with professional degrees and in top management positions, earn 60 percent of what white men in comparable positions earn.

Despite identical education attainment, ambition, and commitment to career, men still progress faster than women. A 1990 *Business Week* study of 3,664 business school graduates found that a woman with an MBA from one of the top 20 business schools earned an average of $54,749 in her first year after graduation, while a comparable man earned $61,400—12 percent more. Wernick reports that a 1993 follow-up study of the Stanford University Business School class of 1982 found that 16 percent of the men were CEOs, chairmen, or presidents of companies compared to only two

Despite identical education attainment, ambition, and commitment to career, men still progress faster than women.

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Organizations that excel at leveraging diversity (including hiring and promoting minorities and women into senior positions) can experience better financial performance in the long run than those which are not effective in managing diversity.

percent of the women. At the level below those top posts, 23 percent of the men in the 1982 class were now vice presidents and 15 percent were directors, compared to 10 percent and 8 percent, respectively, of the women.

Some data support the optimism that the 25 CEOs expressed about the progress of women. For example, between 1982 and 1992 the percentage of women who held the title of female executive vice president increased from four percent to nine percent; the percentage who held the title of senior vice president increased from 13 percent to 23 percent. In comparison, between 1982 and 1992, the percentage of African Americans who held the title of vice president or above increased from one percent to 2.3 percent. During the same period, the percentage of Hispanic top managers increased from 1.3 percent to 2 percent, and the percentage of Asian senior managers increased from .4 percent to 1.8 percent.

The small numbers of minorities and women throughout management makes statistics on the rate of change in representation misleading. For example, if two out of three Black male managers take early retirement, a firm experiences a 67 percent decline in representation.

The Business Imperative

Another reason for optimism is the growing body of evidence which indicates shattering the glass ceiling is good for business. Organizations that excel at leveraging diversity (including hiring and promoting minorities and women into senior positions) can experience better financial performance in the long run than those which are not effective in managing diversity.

Cox cites a Covenant Investment Management study to prove this point. The Covenant study rated the performance of the Standard and Poor's 500 companies on factors relating to the hiring and advancement of minorities and women, compliance with EEOC and other regulatory requirements, and employee litigation. Companies which rated in the bottom 100 on glass ceiling related measures earned an average of 7.9 percent return on investment, compared to an average return of 18.3 percent for the top 100.

Cox offers several other explanations about why some businesses are motivated to eliminate the glass ceiling. In the U.S., Asians, Blacks, and Hispanics collectively represent more than $500 billion a year in consumer spending. In the automobile industry explicit recognition of cultural differences within the U.S. market is paying off. In 1987, by targeting advertising, hiring bilingual sales people, and holding special events, a Miami Toyota dealer gained more than 50 percent of the local Hispanic market and his sales increased 400 percent over a six-year period. On the West coast, a San Francisco Volkswagen dealership credited improved sales to Asian and Pacific Islander

Americans for a five-fold increase in overall sales per month. Sales people learned through cultural sensitivity training that among Chinese Americans, family elders often are the ultimate decisionmakers for major purchases.

To a lesser degree than competition for market share, turnover costs are also factors motivating companies to address issues related to glass ceiling. Cox cites a published report of Ortho Pharmaceuticals that stated yearly savings of $500,000 mainly from lower turnover among women.

These savings are not surprising. Recent studies estimate the turnover costs range between 150 and 193 percent of a manager or professional's annual salary, compared to 75 percent for lower level employees. Corning Glass reported that during the period from 1980 to 1987 turnover among women in professional jobs was double that of men. During the same time period, the turnover rates for Blacks were almost two and a half times those of whites. Another study of male and female managers of large corporations found that the major reason for women quitting was a lack of career growth opportunity or dissatisfaction with rates of progress.

The Pipeline

GCC Studies 1 through 8

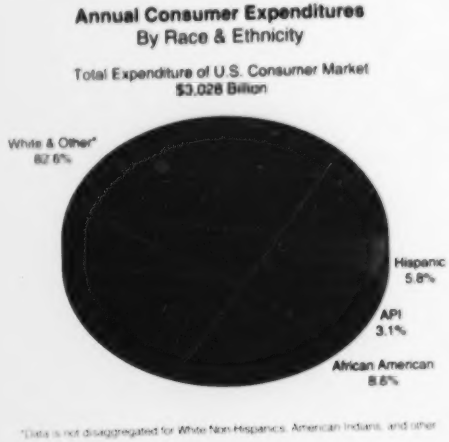
The research monographs and testimony that examined the preparedness of minorities and women to advance to top management positions considered preparedness in terms of corporate development of minorities and women and educational credentials.

As Wernick explains, the development of business executives is a long, complicated process. Chief executive officers (CEOs) are generally in their 50s or 60s when they assume the top position. Furthermore, they have usually spent 20 to 25 years "in the pipeline."

It is also worth noting that career paths to CEO positions vary by industry. Certain functional areas are more likely than others to lead to the top. The "right" areas are most likely to be line functions such as marketing or production or a critical control function such as accounting or finance. Studies across industries find certain factors common to successful executives, regardless of gender, race, or ethnicity. They include: broad and varied experience in the core areas of the business; access to information, particularly through networks and mentoring; company seniority; initial job assignment; high job mobility; education; organizational savvy; long hours and hard work; and career planning.

Minorities and women have limited opportunity to obtain broad and varied experience in most companies. They tend to be in supporting, staff

Minorities and women have limited opportunity to obtain broad and varied experience in most companies.



Gender distribution is more prominent than race distribution across industries.

function areas—personnel/human resources, communications, public relations, affirmative action, and customer relations. Movement between these positions and line positions is rare in most major companies. Furthermore, career ladders in staff functions are generally shorter than those in line functions, offering fewer possibilities to gain varied experience.

Education is also an important part of an executive's preparation. According to a 1993 Korn/Ferry International UCLA report, almost 90 percent of executives are college graduates. U.S. Census data show that Asian and Pacific Islander Americans and women have the largest percentage of the work force with college or graduate degrees, with 42 percent and 35 percent, respectively. The same source shows that college attendance is increasing for Black men and women of all ages. Between 1982 and 1991, there was a 36 percent increase in the number of African Americans, ages 20 to 44, with a college degree or more.

The picture for American Indians and Hispanic Americans is less encouraging. Only 9 percent of American Indians in the workforce hold college degrees. Between 1980 and 1990, the number of Hispanic Americans with bachelor's or graduate degrees increased from 7.7 percent to 10 percent. Furthermore, the opposition to bilingual education discourages the acquisition of one of the assets that business values. According to a 1994 *Hispanic Business* magazine survey of 169 Hispanic senior managers, the majority of managers work in line positions in international divisions using their bilingual and bicultural skills. However, only 4 percent of Hispanic high school students gain bilingual capability by taking the minimum requirement for Spanish literacy, according to a Department of Education longitudinal study.

Where are the Opportunities?

GCC Studies 1, 3, 5, 7, 11, 15, 17, and 19.

Federal Glass Ceiling Commission research on the opportunities for minorities and women to advance to top management positions in corporate America focused on two areas: 1) identification of growth industries and businesses and high-demand occupations and their relation to opportunities for advancement, and 2) identification of possibilities resulting from changes in the structure of work, new technologies, and the demands of a global economy.

Gender distribution is more prominent than race distribution across industries. Women are more likely than men to be clustered in services; finance, insurance, and real estate (FIRE), and in the wholesale/retail trade industries. Nearly 75 percent of employed women work in these industries.

Growth Industries

The industries expected to grow the most between 1990 and 2005 are service/retail trade; FIRE; wholesale trade; transportation, communications,

and public utilities; and construction.

Those areas which are expected to have growing needs for general managers and top executives include wholesale trade; retail trade, especially eating and drinking establishments; finance and real estate (but not insurance carriers); and services, particularly business services, auto services, health services, education, social services, and engineering and management services.

Women appear to have the best opportunity for advancement into management and decision-making positions in three types of industries: those which are fast-growing (business services); those like telecommunications where change, i.e., deregulation, restructuring has occurred; and those with a female intensive work force (insurance, banking).

Restructuring

A review of research on recent changes in the organization of work identifies seven ways in which downsizing and restructuring can limit opportunities for all managers, professionals, and administrators. They are: 1) an increase in external recruiting which reduces the number of internal career ladders; 2) elimination of layers of management and staff positions, 3) hiring of independent contractors or small businesses to perform some staff functions; 4) more stringent performance measures on those managers who remain; 5) more geographic mobility required of managers; 6) increased importance of team work; and 7) a shift of employment from manufacturing to services.

As Hamlin's research on the impact of downsizing and restructuring in nine companies found, in more than half the companies, white women and—to a somewhat lesser extent—minority men have increased their representation in management both in absolute numbers and in proportion to white men between 1990 and 1994. Restructuring can present problems as well as opportunities for minorities and women in management. In some cases the last hired are the first fired. On the other hand, when early retirement is part of the restructuring process, higher level positions may become available, thereby increasing advancement opportunities. Hamlin's study showed that white male managers who had seniority and were eligible for relatively generous buy-out packages were most likely to take early retirement or choose other forms of severance during downsizing.

Comparison of Industries—Women

The industries with the highest percent of women managers were FIRE (41.4%), services (38.9%), retail trade (38.5%), transportation, communication, and public utilities (25.6%), and wholesale trade (20.9%). Manufacturing (15.9%), agriculture (14.5%), construction (10.4%), and mining (9.8%) had the lowest percentages.

Restructuring can present problems as well as opportunities for minorities and women in management.

Women appear to be advancing best in industries with relatively high growth, those undergoing change with regard to regulation, and those highly competitive and thus dependent on marketing and flexibility.

The proportion of women employees who are managers is the closest to that of men who are managers in transportation, communications, and public utilities (10.1%; 15.2%), with the construction industry second (6.4%; 9.9%). Manufacturing and FIRE showed the biggest proportional differences.

Predominately female industries have larger percentages of women in at least mid-level managerial positions than do predominately male industries. Furthermore, women appear to be advancing best in industries with relatively high growth, those undergoing change with regard to regulation, and those highly competitive and thus dependent on marketing and flexibility.

Comparison of Industries—Minorities

Department of Labor analyses of 1990 EEOC data for minorities (men and women) find that the industries with the highest percentage of minority managers are retail trade (13%), transportation, communication, and public utilities (12%), services (11%), and FIRE (11%). Agriculture (1.3%), wholesale trade (0.9%), manufacturing (0.8%), mining (0.7%), and construction (0.6%) had the lowest percentages.

The proportion of minority employees who are managers is the closest to that of non-minorities who are managers in transportation, communication, and public utilities (7.7%; 15.0%), with the retail trade industry second (9.2%; 21.0%). Agriculture and construction had the biggest differences between the proportions.

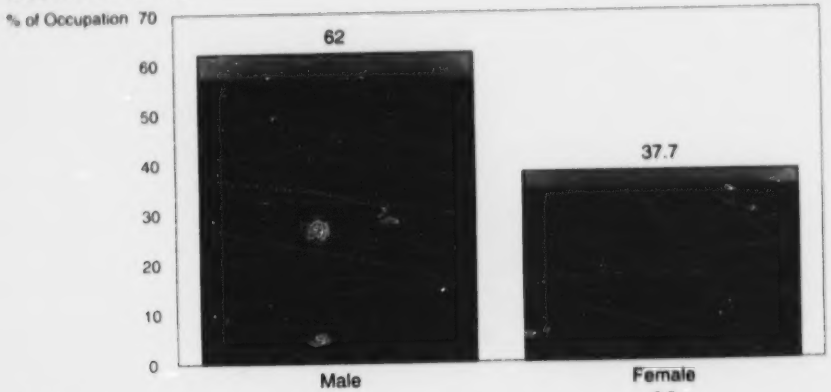
However, a study of Hispanic executives in the Fortune 500 industrial and 500 service industries (HACR 1993) found the highest percentage of Hispanic officers in beverages (3.8%), soaps and cosmetics (2.4%), building materials (1.9%), and motor vehicles and parts (1.1%). These sub-industries are all in the manufacturing sector. Officer representation for Hispanics in all others industrial sectors was below 1 percent, and has the lowest percentage of FIRE and transportation, communication, and public utilities.

An analysis of the 30 companies listed as best places for Blacks to work in the February 1992 edition of *Black Enterprise* found 8 of the 30 companies were in the consumer products industry. Telecommunications, automobiles, other manufacturing firms, oil, chemical companies, and banking/financial services had 3 mentions each.

Representation of minorities in an industry is not directly related to their advancement to management, as is the case with women. However, like women, minorities have the best chance of advancement in industries with relatively high growth, those undergoing change with regard to regulation, and those highly competitive and thus dependent on marketing and flexibility. (Note industry charts on next page.)

EXECUTIVES, MANAGERS, AND ADMINISTRATORS (By Race and Gender)

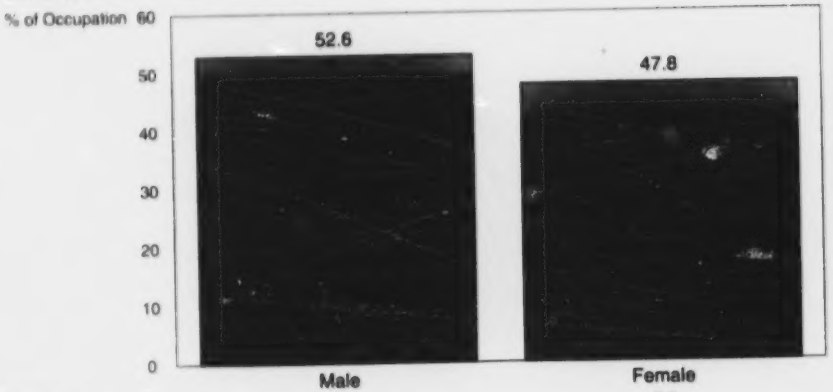
Business Servies



	Male	Female
Hispanic	5.2	3.2
API	1.7	1.2
African-American	3.5	0.5
White	51.6	32.8

Source: 1990 Census, 5% PUMS data file

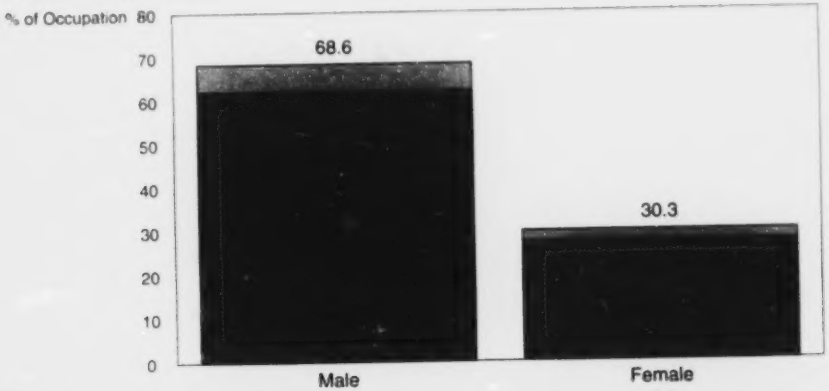
Finance



	Male	Female
Hispanic	3.4	5.0
API	1.8	2.6
African-American	2.6	2.6
White	44.8	37.6

Source: 1990 Census, 5% PUMS data file

Communications

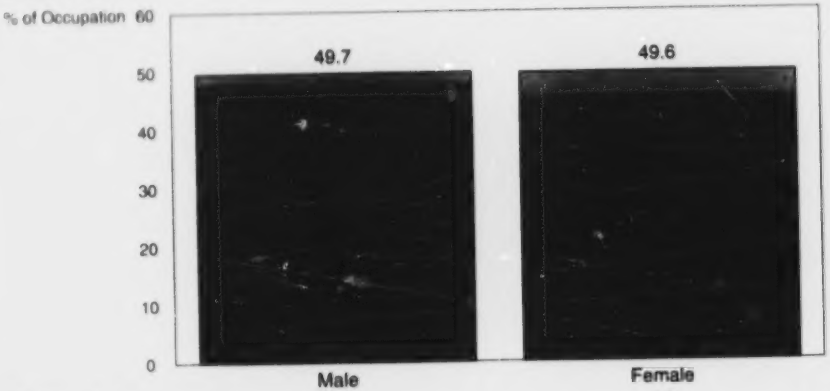


	Male	Female
Hispanic	6.1	3.4
API	1.7	0.3
African-American	2.4	1.0
White	58.4	25.6

Source: 1990 Census, 5% PUMS data file

Asian and Pacific Islander Americans is abbreviated as API

Insurance



	Male	Female
Hispanic	2.0	4.2
API	0.5	1.7
African-American	3.2	3.0
White	44.0	40.7

Source: 1990 Census, 5% PUMS data file

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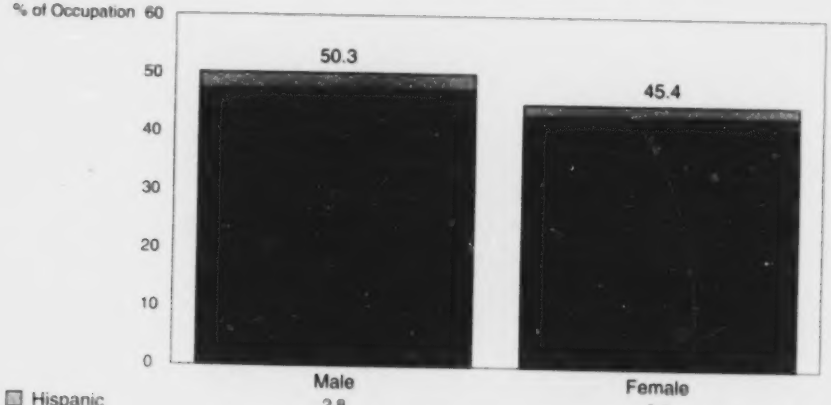
EXECUTIVES, MANAGERS, AND ADMINISTRATORS (By Race and Gender)

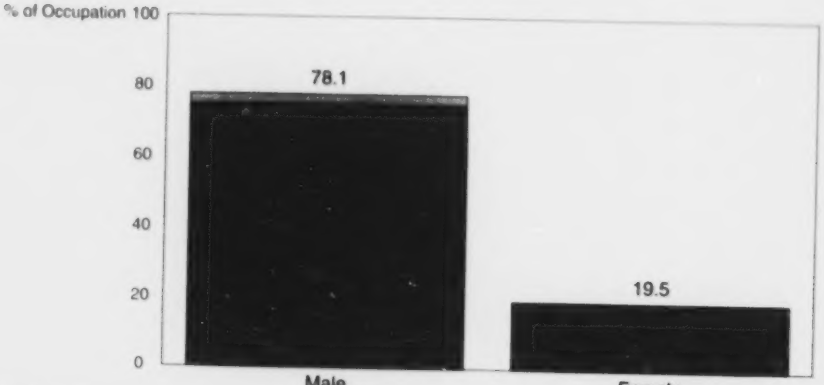
Retail Trade



	Male	Female
Hispanic	2.8	2.0
API	3.5	1.7
African-American	2.3	2.6
White	41.7	39.1

Source: 1990 Census: 5% PUMS data file

Utilities

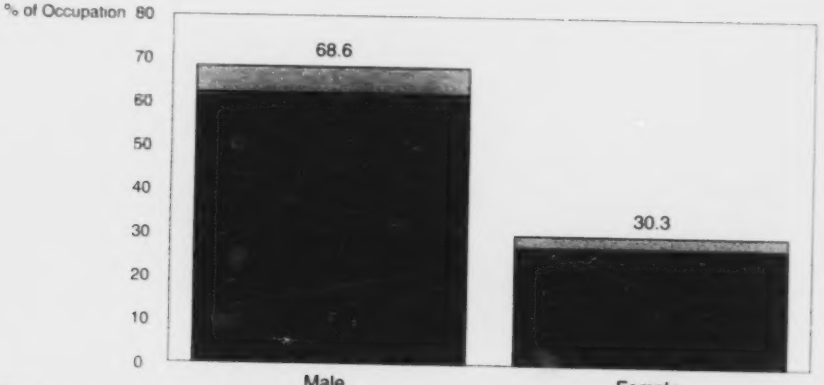


	Male	Female
Hispanic	3.1	0.7
API	0.0*	0.8
African-American	3.1	0.8
White	71.9	17.2

Source: 1990 Census: 5% PUMS data file

*API males sample size too small

Transportation

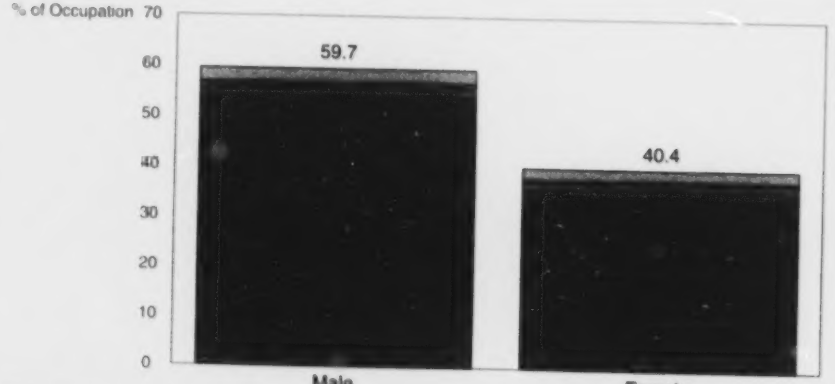


	Male	Female
Hispanic	6.1	3.4
API	1.7	0.3
African-American	2.4	1.0
White	58.4	25.6

Source: 1990 Census: 5% PUMS data file

Asian and Pacific Islander Americans is abbreviated as API

Wholesale Trade



	Male	Female
Hispanic	2.7	2.1
API	2.4	1.8
African-American	1.2	0.3
White	53.4	36.2

Source: 1990 Census: 5% PUMS data file

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Additional Research Needed

Although the Commission was able to conduct useful research with limited funding, it is clear that its work must be complemented with a five-to-ten year longitudinal study to determine definitively the sequence of activities that would be most effective in dismantling glass ceilings and promoting women and minorities. A study similar to the work of Valiant conducted at Harvard during the 1950s and 60s regarding the advancement of white executives would add considerably to knowledge of the factors that perpetuate the glass ceiling and the impact of various remedies in furthering the advancement of women and minorities into the ranks of upper management. Such a study could focus on both the elements of selected organizations' infrastructure that may affect the glass ceiling and the career progress of a number of high-potential individuals within the management ranks of the selected organizations, including white women, white men, and minority women and men. The results of this major research would add a significant dimension to the work already commissioned and reviewed for this report.

Research Papers

1. Bell, Ella Louise J. Edmondson and Nkomo, Stella M. 1994. *Barriers to Work Place Advancement Experienced by African-Americans.* Ella Louis J. Bell, Sloan School of Management, Massachusetts Institute of Technology and Stella M. Nkomo, Belk College of Business Administration, University of North Carolina at Charlotte. Paper prepared for the Glass Ceiling Commission. On file.

2. Braddock, David and Bachelder, Lynn. 1994. *The Glass Ceiling and Persons with Disabilities.* University of Illinois at Chicago. Paper prepared for the Glass Ceiling Commission. On file.

3. Burbridge, Lynne. 1994. *The Glass Ceiling in Different Sectors of the Economy: Differences Between Government, Non-Profit and For-Profit Organizations.* Wellesley College Center for Research on Women. Paper prepared for the Glass Ceiling Commission. On file.

4. Catalyst. 1993. *Successful Initiatives for Breaking the Glass Ceiling to Upward Mobility for Minorities and Women.* Paper prepared for the Glass Ceiling Commission. On file.

5. Cox, Taylor and Smolinski, Carol. 1994. *Managing Diversity and Glass Ceiling Initiatives as National Economic Imperatives.* The University of Michigan. Paper prepared for the Glass Ceiling Commission. On file.

6. Golen, Amy. 1994. *The Impact of the Glass Ceiling on the Professions.* Draft working paper prepared for the Glass Ceiling Commission. On file.

The Federal Glass Ceiling Commission was directed to "conduct a study of opportunities for, and artificial barriers to, the advancement of women and minorities to management and decisionmaking positions in business." The study included a variety of activities, including analyses of current academic and business research, empirical studies, data analysis, focus groups, surveys, and public hearings. The components of the research are listed in alphabetical order.

7. Hamlin, Nancy; Erkut, Sumru; and Fields, Jacqueline P. 1994. *The Impact of Corporate Restructuring and Downsizing on the Managerial Careers of Minorities and Women: Lessons Learned.* Paper prepared for the Glass Ceiling Commission. On file.

8. Harlan, Sharon L. and Bertheide, Catherine Waite. 1994. *Barriers to Workplace Advancement Experienced by Women in Low-Paying Occupations.* Colorado State University. Paper prepared for the Glass Ceiling Commission. On file.

9. James, K. et al. 1994. *Barriers to Workplace Advancement Experienced by Native Americans.* Paper prepared for the Glass Ceiling Commission. On file.

10. Leonard, Jonathan. 1994. *Use of Enforcement in Eliminating Glass Ceiling Barriers.* School of Business, University of California, Berkeley. Paper prepared for the Glass Ceiling Commission. On file.

11. Mauricio Gastón Institute for Latino Community Development and Public Policy, University of Massachusetts. 1994. *Barriers to the Employment and Work-Place Advancement of Latinos.* University of Massachusetts at Boston. Paper prepared for the Glass Ceiling Commission. On file.

12. Schwartz, Debra B. *An Examination of the Impact of Family-Friendly Policies on the Glass Ceiling.* 1994. Paper prepared for the Glass Ceiling Commission. On file.

13. Shaw, L.B. et al. 1993. *The Impact of the Glass Ceiling and Structural Change on Minorities and Women.* Paper Commissioned for the Glass Ceiling Commission. On file.

14 Thomas, Roosevelt et al. 1994. *Impact of Recruitment, Selection, and Compensation Policies and Practices on the Glass Ceiling.* Morehouse College. Paper prepared for the Glass Ceiling Commission. On file.

15. Tomaskovic-Devy, Thomas. 1994. *Race, Ethnic and Gender Earnings Inequality: The Source and Consequences of Employment Segregation.* North Carolina State University. Paper prepared for the Glass Ceiling Commission. On file.

16. Wernick, Ellen. 1994. *Preparedness, Career Advancement, and the Glass Ceiling.* Paper prepared for the Glass Ceiling Commission. On file.

17. Woo, Deborah. 1994. *The Glass Ceiling and Asian Americans.* University of California, Berkeley. Paper prepared for the Glass Ceiling Commission. On file.

18. Woody, Bette and Weiss, Carol. 1994. *Barriers to Work Place Advancement Experienced by*

White Women Workers. University of Massachusetts at Boston. Paper prepared for the Glass Ceiling Commission. On file.

Analyses and Commentaries

19. Bell, Ella Louise J. Edmondson and Nkomo, Stella M. 1992. *The Glass Ceiling vs. The Concrete Wall: Career Perceptions of White and African-American Women Managers*. Unpublished working paper.

20. Hispanic Policy Development Project. 1994. *A La Cumbre. A Latino Perspective on the Corporate Glass Ceiling*. Paper prepared for the Glass Ceiling Commission. On file.

21. Lee, Yvonne Y. 1994. *An Asian Pacific American Perspective on the Glass Ceiling*. Lee Consultants. Paper prepared for the Glass Ceiling Commission. On file.

Special Analyses of U.S. Bureau of the Census Data

22. Asian and Pacific Islander Center for Census Information and Services. 1994. *Reference Documentation: Datasets of U.S. Bureau of the Census Public Use Microdata Sample Files*. Prepared for the Glass Ceiling Commission. On file.

23. Institute for Policy Research and Education of the Congressional Black Caucus Foundation. 1994. *The Impact of the Glass Ceiling on African American Men and Women*. Reference documentation: Datasets of U.S. Bureau of the Census Public Use Microdata Sample Files. Prepared for the Glass Ceiling Commission. On file.

24. The Tomás Rivera Center. 1995. *Wage Differentials Between Latinos and Anglos: A Statistical Portrait and Its Implications to Glass Ceiling Issues*. Reference documentation: Datasets of U.S. Bureau of the Census Public Use Microdata Sample Files. Prepared for the Glass Ceiling Commission. On file.

Surveys and Focus Groups

25. Henderson, Lucius S. III et al. 1994. *Report on Six Focus Groups with Asian, Black and Hispanic Executives in Three Cities on Issues Related to The Glass Ceiling in Corporate America*. Paper prepared for the Glass Ceiling Commission. On file.

26. ———. 1995. *Final Report on Two Focus Groups with American Indians on Issues Related to the Glass Ceiling in Corporate America*. Paper prepared for the Glass Ceiling Commission. On file.

27. McGuire, Georgianna and Nicolau, Siobhan. 1994. *In Their Own Words: CEO Views of Diversity at the Top*. Paper prepared for the Glass Ceiling Commission. On file.

SECTION II

WHAT ARE THE GLASS CEILING BARRIERS?

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WHAT ARE THE GLASS CEILING BARRIERS?

"I wanted to issue a 'wake-up call' to American Business, telling them in no uncertain terms that if they effectively block half their employees from reaching their full potential, they're only hurting themselves."

Elizabeth Hanford Dole
President, American Red Cross
Former U.S. Secretary of Labor
A Few Good Women: Breaking the Barriers to Top Management

Many of the same barriers that keep women and minority men from achieving their full potential at lower levels of organizations continue to constitute the glass ceiling that keeps even the most qualified from advancing to top management.

Ann M. Morrison
The New Leaders: Guidelines on Leadership Diversity in America

Ann Morrison's study of a number of the nation's most progressive businesses supports what the Commission research reveals. There are two major areas of discrepancy which affect the advancement of minorities and women to senior management positions in business. They are:

- the discrepancies between the widely accepted stereotypes implying that minorities and women are unsuited for senior management, and the successful performance of many minorities and women who are in senior positions; and
- the discrepancies between the diversity that corporate leadership says it needs and wants at the top, and what appears to be happening—or not happening—in society and in the corporations to support the leadership agenda.

The hard data and anecdotal information demonstrate that minorities and women are making progress in the private sector. (Korn/Ferry International and UCLA 1993). However, satisfaction with that progress must be tempered by the fact that the rate of change is discouragingly slow. Despite the recognition of corporate leadership that inclusion is a bottom-line issue, a glass ceiling is still firmly in place and barriers to the advancement of minorities and women continue to exist on three levels: societal, internal, and governmental.

Societal Barriers that Affect the Glass Ceiling

There are two major Societal Barriers that engender and reinforce a glass ceiling for minorities and women. They are:

- The Supply Barrier—Opportunity and Achievement
- The Difference Barrier—Stereotypes, Prejudice, and Bias

The Supply Barrier:
Opportunity and Attainment

Before one can even look up at the glass ceiling, one must get through the front door and into the building. The fact is large numbers of minorities and women of all races and ethnicities are nowhere near the front door to Corporate America.(Harlan and Bertheide 1994). Some groups within the African American, American Indian, Asian and Pacific Islander American, and Hispanic American communities are disproportionately represented among the working poor. Segments of all these groups are overrepresented in low-wage occupations, in part-time and seasonal jobs, in the informal and secondary economies, and they suffer high unemployment. Mobility is almost nonexistent, and if there is a lack of financial resources, the prospects of educational attainment are further hindered.

Although business has been a strong supporter of public and private education on all levels, (most recently in its sponsorship of a number of school reform initiatives), education lies outside the direct purview of business. Corporate leadership can be a strong advocate for excellent schools, it can participate in initiatives such as school-to-work and internships, and it can provide scholarship dollars. But it cannot lead an education reform movement, it can only promote one.

The Difference Barrier:
Stereotype, Prejudice, and Bias

Most stereotypes are not created out of thin air. Some may result from wide publicity given to the actions of those who are a minority within a group. For example, the exploits of African American, Asian, or Latino gang members or drug users are regularly reported in the media. This affects how the general public views *all* members of these communities, a point that was strongly made at the Federal Glass Ceiling Commission's New York public hearing by Charles Kamasaki, a vice president for the National Council of La Raza.

Other stereotypes reflect fantasies from the entertainment industry which has given us several generations of faithful African American servants, American Indian "savages," treacherous and mysterious Asians, and Latina "spitfires of the silver screen." Still other stereotypes result from faulty or narrow interactions with a particular segment of a group that lead to generalizing from the particular. If the only Hispanics or Asian and Pacific Islander individuals one ever meets are waiters and parking lot attendants, the tendency is to believe that "*they* are all like that." Stereotypes can be absorbed and unconsciously become the beliefs upon which we act.

Corporate leadership alone cannot eradicate attitudes that stem from widespread acceptance of stereotypes. On the other hand, Ann Morrison

Large numbers of minorities and women of all races and ethnicities are nowhere near the front door to Corporate America.

Of all the barriers to corporate advancement identified, it is prejudice that tops the list, or the prejudgment that someone "different," such as a female executive, is less able to do the job.

Ann Morrison

reports in *The New Leaders: Guidelines on Leadership Diversity in America* that **of all the barriers to corporate advancement identified, it is prejudice that tops the list, or the prejudgment that someone "different," such as a female executive, is less able to do the job.** Therefore, it is incumbent upon business to demand internal norms of practice and behavior that eliminate the impact of bias and prejudice on the hiring and advancement of minorities and women. To do so, it must address the layers of *difference* that relate to the comfort levels of those in charge.

The major differences that lead to discomfort are:

- Cultural differences
- Gender difference
- Color-based differences

Cultural differences are the ones that business leaders are most often willing to talk about. In fact, they themselves sometimes identify cultural differences as barriers that impede the advancement of minorities and women. As one corporate executive stated during an interview,

> *"Whether you're talking about the factory floor or the Board room, you have to have a comfort and safety zone. You have to speak the same language. It's socialization, culture, and class that are causing the problem."* (Hispanic Policy Development Project 1994).

A most revealing comment on the unconscious resistance to differences is this:

> *"What's important is comfort, chemistry, relationships, and collaborations. That's what makes a shop work. When we find minorities and women who think like we do, we snatch them up."*

Gender difference is not about minorities. It's about the roles women—all women regardless of color or ethnicity—are expected to fill. In the minds of many white male managers, business is not where women of any race or ethnicity were meant to be—certainly not functioning as the peers of white men. Many white men don't like the competition and they don't like the tension. The perception on the part of women that men don't respect them as professionals and don't want to mentor them is borne out by the comments of male middle-level managers who say things like—

> *"This man/woman thing is always going to be a problem. If you build a relationship with a woman people always assume that it is personal."* (Nicolau 1994).

> *"It's always going to be tough to figure out how to treat the women, but now it's worse and I'd rather not be in a mentoring relationship with them."* (Nicolau 1994).

Color-based differences are inescapable but nobody likes to talk about them. These are complicated differences because they are not exclusively racial and not exclusively ethnic. The unstated but ever-present question is, *"Do they look like us?"*—whoever *we* may be.

Though it is mostly covert, our society has developed an extremely sophisticated, and often denied, acceptability index based on gradations in skin color. It is not as simple a system as the black/white/colored classifications that were used in South Africa. It is not legally permissible, but it persists just beneath the surface and it can be and is used as a basis for decisionmaking, sometimes consciously and sometimes unconsciously. It is applied to African Americans, to American Indians, to Asian and Pacific Islander Americans, and to Hispanic Americans, who are described in a color shorthand of black, brown, yellow, and red, respectively.

Corporate leadership cannot make society *culture-*, *gender-*, or *color-blind*, but it can demand and enforce merit-based practice and behavior internally. The power of stereotyping in the greater society could be substantially diminished if corporations across the board and on a grand scale were to demand behavioral change in how they do their business.

The Government Barriers that Affect the Glass Ceiling

Research sponsored by the Federal Glass Ceiling Commission pinpointed three Governmental Barriers to the elimination of the glass ceiling. They are:

- Lack of vigorous and consistent monitoring and law enforcement
- Weaknesses in the collection and disaggregation of employment-related data
- Inadequate reporting and dissemination of information relevant to glass ceiling issues

Data Collection

Only the public sector has the resources to gather national, regional, and state data on education, status in the workforce, and compensation. The categories used by governmental data collection agencies do not provide the information that is needed to track and monitor accurately the progress of minorities and all women. (See Appendices: Composition of the U.S. Civilian Labor Force, by Sex and Hispanic Origin). Such categories as managerial, executive, and administrative are too broad to be useful in conducting detailed glass-ceiling analyses.

It is significant that a number of the CEOs volunteered the information that the reporting categories required by government agencies do not yield accurate profiles of their staffs in terms of race and ethnicity, gender, and level of management responsibility. One CEO scoffed at

Such categories as managerial, executive, and administrative are too broad to be useful in glass ceiling analyses.

". . . the absurdity of the categories—they don't get at what they should want to know—it's criminal what people of ill will can get away with using those categories."

The issue raised by the CEOs regarding the collection and disaggregation of compliance data affects all data related to the glass ceiling. It is not readily available in contexts and forms that clearly reveal whether minorities and women are advancing in management positions in the private, public, and non-profit sectors. What is available is broad brush, and in many cases has to be arrived at by working backwards from statistics—for example, compensation levels that hint at status or levels of responsibility. In other cases, the datasets that contain the needed information are not large enough to permit detailed disaggregated analyses. Report Two of the Federal Ceiling Commission will offer recommendations about how governmental data collection and disaggregation can be improved in order to provide a better understanding of the role of minorities and women in management.

Reporting and Dissemination

Researchers, corporate leaders, focus group participants, and advocates all agree that the government agencies play a very limited educational function. They collect data and monitor the progress of minorities and women, but do little to provide information in useful forms to the public who are most interested and need to know what is happening.

Law Enforcement

The historical record shows that if affirmative action programs required of federal contractors are to be effective, government monitoring and sanctions are required. (Leonard 1994). While general agreement exists that there is room for improvement, neither surveyed corporate leaders nor minority male executives who participated in focus groups called for any drastic changes in current compliance requirements. In fact, the majority of the CEOs interviewed stated that law enforcement had been useful in *"keeping us aware"* or *"keeping it on the front burner,"* despite the inconvenience of *"more paperwork downstairs."*

Jonathan Leonard's paper prepared for the Federal Glass Ceiling Commission demonstrates the weaknesses of past efforts to improve employment opportunities for minorities and women through voluntary action. When the threat of enforcement is not real, the contract compliance program ceases to have any demonstrable positive effect on minority and female employment.

The Internal Business Barriers that Affect the Glass Ceiling

Corporate leaders say that they want to remove the barriers that obstruct access to the top. Rare indeed is the white male high-level executive who publicly opposes the principle of inclusion. Corporate leaders are *talking the talk* of inclusion yet minorities and women express dismay and

anger when they describe what they perceive to be innumerable obstacles to their corporate advancement. In short, there is a difference between what corporate leadership says it wants to happen and what is actually happening. (Hispanic Policy Development Project 1994). If we are to begin to understand why this difference exists, we must seek answers to two questions:

- What is the underlying cause that we must address?
- What are the internal/structural barriers that we must dismantle to remove the glass ceiling?

The Underlying Cause: The Perception of Loss

The Glass Ceiling Commission CEO survey, focus groups and papers prepared by Woo, Bell and Nkomo, James et al., Thomas, Wernick, Woody and Weiss, as well as independent research conducted by Catalyst, the Hispanic Policy Development Project, White, Morrison and Rosener, suggest that the glass ceiling exists because of the perception of many white males that as a group they are losing—losing the corporate game, losing control, and losing opportunity. Many middle- and upper-level white male managers view the inclusion of minorities and women in management as a direct threat to their own chances for advancement. They fear that they are losing competitive advantage. White male middle-level corporate managers, who were interviewed in independent studies, frequently alluded to loss of opportunity. The following comments from "Off the Record," an unpublished manuscript made available to the Federal Glass Ceiling Commission by the Hispanic Policy Development Project, are illustrative:

> *"Look, you change the cast, you change the play. We are talking about more than pleasant diversity. We are talking about control."*

> *"If they are in, there's less of a chance for me. Why would I want a bigger pool? White men can only lose in this game. I'm endangered."*

Those corporate leaders who have successfully addressed these internal business barriers to the advancement of minorities and women are those who have squarely confronted the reality that **their priorities and the priorities of their middle- and upper-level managers are not always the same.**

Many surveyed CEOs—even those who favored inclusion and readily admitted that there was upper- and middle-level white male resistance—tended to underestimate just how threatened some of the *"white men in the middle"* are by the inclusion of minorities and women. CEOs are not threatened by the newcomers. As a consequence, the following business-based barriers to the advancement of minorities and women are not always being as forcefully addressed as they should

Corporate leaders say that they want to remove the barriers that obstruct access to the top. Rare, indeed, is the white male high-level executive who publicly opposes the principles of inclusion.

be even in companies that have made a commitment to inclusion.

Internal Structural Business Barriers

Outreach and Recruitment Barriers—Most companies still prefer to grow their own leaders. Those who do not engage in active recruitment campaigns for minorities and women are not going to make much progress in advancing them. Most companies recruit on college campuses for their potential executives of the future. The individuals who are recruited are the "best and the brightest." Business leaders are very clear about this. Business seeks and recruits only the "cream of the crop" as prospective corporate leaders.

Business also competes. Those corporations with substantial recruitment budgets actively vie for the top students from the top schools. Competition is so keen for some groups—African American men, for example—that some smaller companies reported that they can't even schedule visits to campuses that are likely to have these candidates. They feel that this is a major barrier to their achieving diversity. CEOs of larger companies agreed with them, reporting that they identify promising candidates in college in their freshman year and commit to them with scholarships or internship arrangements.

It is important to note that corporate leaders did not express concern about finding African American women. In fact they reported that it was *"easy to find top-quality Black women."* What is not clear is whether the recruiters envision the same potential futures for the men as the women. Are Black men being recruited for the same kinds of management jobs as are Black women? Are they being judged by the same standards?

Asian and Pacific Islander American men presented no recruitment challenges, according to the CEOs who were interviewed. They said that they know where to find them; they go after them and place them in professional positions. They also reported no problem in recruiting Asian and Pacific Islander American women.

When it came to other groups, *not knowing where to look* emerged as a recurrent theme and barrier. American Indians appear nowhere on the radar screens of most businesses and Hispanics only appear around the edges. There was a general feeling expressed by CEOs that *"we don't know where to look for Hispanics."* Indeed, several had recruited foreign nationals who spoke Spanish and who had been trained in U.S. business schools. CEOs of Hispanic-owned businesses, however, report that they can find highly qualified Hispanics with *"whatever credential you want"* to fill top jobs. They agree with the mainstream CEOs that *"the mainstream guys just don't know where to look."*

It is clear that, in general, Corporate America has not demonstrated the flexibility required to expand its traditional recruiting networks. Few businesses have explored new and different avenues to hire minorities and women. Most have relied on executive search firms to find minority and female candidates. (Bialeck: NY Hearing 1994).

Some search firms have taken the initiative to expand their reach. For example, a member of the board of directors of the Association of Executive Search Consultants (AESC)—which has 123 members worldwide—testified at the Los Angeles public hearing that AESC is a major proponent of diversity and is undergoing a re-examination of its ethical and standard guidelines as result of a AESC task force on advancing diversity. On the other hand, change does not happen overnight and some firms are still reluctant to make major investments in expanding their networks if they are not convinced that a market exists.

The CEO of one search company candidly stated off the record,

> *"I don't have the networks into the minorities and women and I'm not sure that it is worth putting a lot of effort into building them until the clients' demand increases."*

Another said,

> *"Listen, I'm meeting my bottom line and I want to find the people that the client wants. My reputation is based on my track record of getting them candidates they are comfortable with. I can't bring in too many minorities and women."*

Some corporate leaders say they have been unable to find enough top-quality minority candidates from top graduate schools, and have resorted to recruiting proven managers from their competition or from the military. (One CEO declared, *"We steal, pirate and seduce—all of the above."*) On the upside, this practice has produced a cadre of highly paid, experienced minority male managers. On the down side, individuals who make too many lateral moves are, in the opinion of many of the CEOs who were interviewed, less likely to be invited into top management because it is assumed that they are likely to move on. Furthermore, most top executives still are *"company men"* who have come up through the ranks.

The Corporate Climate Barriers—Once individuals have been recruited, differing communication styles and ideas of what is appropriate and acceptable behavior can knowingly or inadvertently create barriers to their advancement and can influence supervisors' evaluations of their performance and potential.

Corporate America has not demonstrated the flexibility required to expand its traditional recruiting networks.

Minorities and women frequently related how hard they tried to discern the norms and rules of the white male corporate climate and to conform to them.

Today the prevailing culture of many businesses is a white male culture. As the CEO of a major national retailer said:

> *"The old-line companies are run by the white '46 long' guys who practice inappropriate male rituals that are dysfunctional to business. Male bonding through hunting, fishing, and sports talk is irrelevant to business. Too much so-called 'strategic planning' takes place after the bars close—that kind of male fellowship ritual is irrelevant to business."*

It may be irrelevant, but it thrives. Commission research, testimony at public hearings, and comments made in the focus groups all spoke to the difficulty and stress that minorities and women experience living in two worlds that are in some ways incompatible. Minorities and women frequently related how hard they tried to discern the norms and rules of the white male corporate climate and to conform to them. Some went on to say that no matter how hard they tried to conform, it didn't help. They feel excluded from the formal and informal networks that promote advancement.

One participant in a focus group described the cultural gulf that minorities and women experience as the inability to build *"kinship"* with white men. Several echoed this view when they spoke of how they were excluded from *"going out for beers"* or *"to the gym"* with the boss. They saw this exclusion as a barrier. They felt that those who were invited to the beer-bonding sessions or the gym had better chances of promotion.

Many focus group participants spoke of the difficulty of decoding the corporate communication style, both across the gender line and between cultures. Much has been written about the differing ways in which men and women communicate and therefore perceive each other. Less hard data is available about what different ethnic and racial groups consider to be appropriate ways of communicating in given situations and settings.

Still other focus group participants expressed discomfort at the corporate practice of including families in business-related social events. In their cultures, wives are not expected or encouraged to participate in business-related matters. The participants explained that they were willing to adapt to traditional corporate norms but were dismayed that workplace acceptance required an invasion of their family privacy and violation of their cultural practices. One man's question posed the dilemma, *"How much do I have to deny who and what I am to succeed in this company?"*

Be it modes of dress, modes of communication, or modes of socializing, many minorities and women feel that the corporate climate selects them *out* of advancement. Unfortunately, many business leaders

appear unaware of the discomfort minorities and women experience. Research, public hearings, focus groups, and interviews show that minorities and women feel that they cannot overcome this exclusion barrier no matter how they modify their behavior to conform to the corporate climate. One woman declared,

> *"If I want to succeed, I have to accept the white male notion of what constitutes the good life. But even when we do that and demonstrate excellent performance by their standards, it doesn't guarantee a trip to the top."*

Women and minority men are frustrated when they continue to be excluded and their frustration translates into anger. (Harris, LA Hearing 1994). Anger is exacerbated when overt racism, sexism, and sexual harassment occur. Some minorities and women reported that they managed to internalize their rage or hide it; others who could not said that they were perceived to *"have an attitude"* or *"a chip on my shoulder"* which, they admitted, only increased to the strikes against them.

The other side of the coin relates to how white men feel. There is no doubt that as more minorities and women strive for top corporate positions, some white men continue to believe that minorities and women are taking over and imposing different cultures and communication styles on them. They, too, feel excluded and angry. Some envision the extremes—white men won't be able to get jobs, all women will sue men who pay them compliments, and if their houses are on fire they won't be rescued because the firefighters will be women who can't carry them. Many white men feel at risk. They used to "know the rules" and they competed only against each other. Now those that they excluded from the game have become players and some white men fear that minorities and women may gain power and exclude them. It is interesting that few white men perceive the historical denial of opportunity suffered by minorities and women as *"loss."* The loss they see is that which they fear will happen to them. White male anxiety is understandable but it contributes to the preservation of the glass ceiling and denies business the diversity it needs to remain competitive.

The Pipeline Barriers—The corporate pipeline has a series of glass ceilings that can block the access of an individual to the top. White male anxiety and the persistence of a traditional corporate culture can influence how and whether middle-level supervisors direct the career paths of minorities and women *over* or *under* these multiple glass ceilings. If the message from the CEO at the top is not clear and does not demand accountability, minorities and women are often subject to the policies and practices that act as barriers to their advancement. The major barriers identified by Commission research, CEO studies, and focus groups are these:

White male anxiety is understandable but it contributes to the preservation of the glass ceiling and denies business the diversity it needs to remain competitive.

The corporate pipeline has a series of glass ceilings that can block the access of an individual to the top.

- Initial placement and clustering in relatively dead-end staff jobs or highly technical professional jobs
- Lack of mentoring
- Lack of management training
- Lack of opportunities for career development
- Lack of opportunities for training tailored to the individual
- Lack of rotation to line positions or job assignments that are revenue producing
- Little or no access to critical developmental assignments, including service on highly visible task forces and committees
- Different standards for performance evaluation
- Biased rating and testing systems
- Little or no access to informal networks of communication
- Counterproductive behavior and harassment by colleagues

It is important to understand that, in any given setting, these practices are tailored to different groups in different ways, but the end result is the same—they all strengthen the glass ceiling.

IN CONCLUSION

Corporate leaders estimate that it takes 20 or 25 years in a corporation to achieve a high-level management position. That means that businesses who sought inclusion in the late 1960s are now cracking the ceiling, while most of those who started later are far behind. Using that same measure, businesses that are just beginning to diversify their workforces are unlikely to see significant change at the senior levels until well into the 21st century. This is not meant to be a justification for lack of progress. It is a warning—the later a business starts, the later it will get where it is going.

Change comes hard and it carries a price tag. It is not painless. However, it can be handled well or it can be handled poorly. Companies have made the transition from exclusion to inclusion while continuing to prosper. The information in the next section, *What Works to Overcome The Business Barriers?* is drawn from their experiences.

One focus group participant succinctly summed up why and how the citizens of a pluralistic nation must strive to work together—

> *"My first impression is that there is an 'us against them' mentality. So you must remove the racist thoughts that lie deep in the soul. And you do that by removing all doubts about intention, remove the myths about upbringing. Understanding and familiarity breed togetherness and together we shall prosper as one."*

SECTION III

WHAT WORKS TO OVERCOME THE BUSINESS BARRIERS:

BEST COPY AVAILABLE

WHAT WORKS TO OVERCOME THE BUSINESS BARRIERS?

"The theme of the future must be inclusion, not exclusion—inclusion not at the expense of any group, but to the benefit of all."

Solomon Trujillo
President and CEO
US West Marketing Resources

The societal, government, and internal business barriers identified in the previous section are interrelated. They form a maze as well as a set of hurdles. There is, therefore, no one golden path through, over, under, or around the glass ceiling.

Corporate America alone did not erect all these barriers and it alone cannot be expected to remove them. However, barriers *internal to business* must be removed from within, and most corporate leaders recognize this. They understand that both individual and organizational change are required to open up the old networks and to change the familiar old ways of doing things. This section, *What Works to Overcome the Business Barriers?* describes the experiences of those companies that have committed themselves to dismantling the glass ceiling. It is divided into three parts:

Part I, *Characteristics of Successful Programs*, identifies the organizing principles and elements common to successful programs.

Part II, *Case Studies*, presents brief case studies of comprehensive programs implemented by three highly successful and profitable companies.

Part III, *100 Corporate Practices*, summarize information on successful corporate practices. This information - in table form - is found in the Appendix.

That change does not come easily is evidenced by the slow progress in eliminating the glass ceilings. However, many companies are moving ahead and are managing change effectively. Although the design and structure of their plans differ according to the needs of different companies, the following characteristics are common to all successful glass ceiling initiatives:

- They have CEO support
- They are specific to the organization
- They are inclusive
- They address preconceptions and stereotypes
- They emphasize accountability
- They track progress
- They are comprehensive (Catalyst 1993).

SUCCESSFUL PROGRAMS HAVE CEO SUPPORT

Successful programs have strong and sustained CEO support. Programs work when the CEO and senior-line managers are advocates for change and act accordingly. They recognize that time alone will not eliminate corporate barriers to the advancement of minorities and women.

Consequently, their strategic business plans include strategies for advancing minorities and women. Each CEO and leadership team must demonstrate that inclusion of minorities and women is a top business priority. Otherwise the best-laid strategic plans designed to change how a business recruits, hires, develops, and promotes its workforce will fail. In the words of Ann Morrison, "it is the proactive, relentless intervention of senior executives in the organization that makes the most difference."

SUCCESSFUL PROGRAMS ARE SPECIFIC TO THE ORGANIZATION

Successful programs begin by identifying the internal barriers specific to the corporate culture and the working environment of minorities and women. No two companies are alike. Corporate leaders need to be alert to the danger of benchmarking against the programs of other companies without first identifying their own internal barriers to the advancement of minorities and women. What works in one situation may not be effective elsewhere. Programs must be tailored to meet specific needs.

Successful programs have strong and sustained CEO support. Programs work when the CEO and senior-line managers are advocates for change and act accordingly.

Businesses have shifted from programs that addressed the specific needs of minorities and women to more systematic approaches that include all qualified employees.

SUCCESSFUL PROGRAMS ARE INCLUSIVE

Successful corporate efforts to remove barriers are not exclusive to minority men or to women and **they do not exclude white males**. Many white men interpret a policy of inclusion of minorities and women to mean that the opportunities of white men are being limited. Some believe that as minorities and women gain advancement, white men will lose the opportunities they have historically enjoyed. On the contrary, inclusive programs do not subtract from the leadership pool—they add to it by making opportunities available to all by removing the barriers that have historically excluded minorities and women.

Public testimony and CEO comments support research findings that businesses have shifted from programs that addressed the specific needs of minorities and women to more *systematic approaches that include all qualified employees*. CEOs report that inclusive initiatives make good sense for the following business reasons:

- The entire organization benefits from accountability, leadership training, career development, succession planning, mentoring, and diversity training that all are good for all individual employees.
- Programs targeted at only one group may contribute to a stereotype that the members of that targeted group are inadequate or unqualified.
- Programs that are open to all qualified employees overcome suspicions about selective treatment. This meets a concern expressed by senior executives.

Companies that have made progress in eliminating glass ceiling barriers with minimum disruption have attacked it from two directions. *They have emphasized common needs of all employees* for constructive performance appraisal, frequent feedback, coaching, and mentoring. These techniques improve the work environment and advancement opportunities for everybody. At the same time, *they have addressed the differences, real or perceived, that affect the opportunities of different employees* for development and advancement. And, they have systematically monitored the development and advancement of particular groups within the employee population.

SUCCESSFUL PROGRAMS ADDRESS PRECONCEPTIONS AND STEREOTYPES

Diversity training—training that addresses stereotypes and preconceptions, issues of sexual and racial harassment, cultural differences, and styles of communication—has been used by many corporations in their efforts to eliminate the glass ceiling. Diversity training is useful for debunking

myths about the suitability of minorities and women for careers in business, but diversity training alone will not solve the glass ceiling problem. **Companies must be careful not to rely on diversity training as a panacea, thereby ignoring the need to identify and attack internal organizational barriers.**

Effective diversity training has three common elements:

- All employees are required to participate.
- Training sessions do not separate top executives from lower- and middle-level workers. The presence and participation of top executives is important and signals commitment.
- Minorities and women are not isolated for special training. Such special programs have the serious disadvantage of appearing to address the "shortcomings" of the group. .(Cox and Smolinski 1994).

Styles of Communication

When business was almost exclusively the domain of the white male, styles of communication were a non-issue. Most white men understood what other white men meant not necessarily by *what* they said but by *how* they said it. That has changed on the factory floor and in the management suite. Minorities and women bring their own styles of communicating and this proliferation of styles introduces a potential for misunderstanding.

Misunderstandings cost money. Business can ill afford breakdowns in communication. Corporate leaders have become increasingly aware of the need to overcome barriers to communications and of the need to bridge internal communication gaps. Companies are providing training on the differences in communications styles in order to sensitize all employees to the subtleties of these different styles. Such training helps employees to understand the meanings of the words and the body language of their colleagues.

Cultural Differences

A perception shared by many minority men and by many women is that they are expected to *play by white male rules* in order to get ahead or even to be accepted in a corporate culture. There is no doubt that a certain level of conformity is required in business as it is throughout the larger society. However, as business management increasingly reflects the pluralistic nature of U.S. society, many businesses have realized that the harmony—and therefore the efficiency and effectiveness—of the workplace requires greater sensitivity to cultural differences.

The businesses that have moved towards diversity are those that have undertaken extensive training for everyone—from the CEO on down—and have then evaluated organizational attitudes, behaviors, expectations, practices, and policies in an attempt to establish a way of treating and judging all employees that is as neutral as possible.

Diversity training is useful for debunking myths about the suitability of minorities and women for careers in business, but diversity training alone will not solve the glass ceiling problem.

Managers must be held accountable for the development and advancement of minorities and women.

In some corporations, those traditional business norms that are not acceptable in some societies and are not directly relevant to the functioning of business are no longer used to judge employees. Other companies have eliminated some of the *traditional male rituals*—for example, they no longer sponsor annual fishing expeditions or golf tournaments as corporate events.

Successful Programs Emphasize Accountability

In all organizations, but especially in large ones, managers down the line generally carry considerable responsibility and wield great power in their domains. Therefore, the top leadership team of any business intent on change must communicate its desire down the line and then support its message with clearly defined expectations. Accountability reinforces the message from the top that progress toward inclusiveness is being assessed and will be rewarded. Managers must be held accountable for the development and advancement of minorities and women. Goals and timetables must be agreed upon, measurable results must be established, and incentives, rewards, and penalties must be tied to performance in meeting the goals and achieving results.

Those CEOs who demanded this kind of accountability report that when the initial grumbling subsides, managers begin to compete to achieve and the rate of change is accelerated. Several CEOs cautioned that it is important to emphasize to all managers that inclusion does not mean changing standards. **Merit and performance remain the basis for selecting potential senior managers.**

Successful Programs Track Progress

Successful programs require constant attention, oversight, and review in order to ensure that progress is steady and that course corrections are made as needed. Corporate leaders report that effective programs rely on a tracking system that monitors the progress of high potential minorities and women to make sure that they acquire a broad range of experience in core business areas and are able to compete for leadership positions at all levels.

Successful Programs are Comprehensive

Single-pronged programs have little effect on glass ceilings. Isolated interventions here or there, however brilliant, do not result in lasting change. For example, programs that help employees balance work/family responsibilities should be maintained and strengthened because they are undeniably beneficial to all employees. However, they do little to attack structural barriers in the corporate culture and work environment.

This point was emphasized by a testifier at the Federal Glass Ceiling Commission public hearing in New York City. Speaking as an expert on issues of diversity and managerial and professional-tech-

nical labor, she said,

> *"I think that everyone agrees the glass ceiling issue is one that involves structural barriers to some extent and that overcoming it may involve changing an attitude but it also involves changing structures."*

Those businesses that have made progress in removing structural barriers are those using comprehensive approaches designed to bring high potential minorities and women into the corporation and then to move them up within the corporation. **Outreach and recruitment get people in. Leadership training and career development, mentoring and networks, and assessment and promotion enable them to move on up.**

Outreach and Recruitment

Outreach, recruitment, and identification of potential leaders are basic elements in any long-range plan to eliminate the glass ceiling. A business that does not seek out and recruit minorities and women early in their careers is unlikely ever to have them in leadership positions. The same is true for a business that does not identify and encourage high potential minorities and women within its own organization.

Those businesses that do have minorities and women above or about to come through the glass ceiling rely on more than one strategy. Proven strategies include:

- Providing internships targeted to minorities and women during their undergraduate years as a means of identifying potential managers. Internships have proven to be extremely effective first steps in the identification and development of minority and female employees and managers.
- Emphasizing the responsibility of managers for recruitment. Some high-level managers have served on corporate teams that recruit and interview on college campuses. Other managers have been rewarded for identifying and recommending nontraditional candidates.
- Using executive search firms that specialize in placement of women and minority men. Often owned by women or minority men, these "headhunting" firms have their own networks that lead to candidates who are often invisible to traditional search firms.
- Making executive search firms accountable for bringing forward the best candidates available regardless of gender, race, or ethnicity by emphasizing that the firm is expected to identify top-quality candidates with diverse backgrounds and viewpoints. The CEOs who employed this strategy say that they are getting a better mix of candidates than they did before making their expectations very clear to the search firms.
- Asking female or non-white CEOs for

A business that does not seek out and recruit minorities and women early in their careers is unlikely ever to have them in leadership positions.

advice and referrals. CEOs who have sought advice and referrals report that this not only identified candidates, but also strengthened their credibility with skeptical female and minority candidates.

- Recruiting entry-level candidates in groups. One Fortune 1000 business that has begun to recruit heavily from historically Black colleges and universities reported that many graduating seniors preferred to be hired in groups of two or three. Most were from rural areas, had little or no experience living in metropolitan areas, and had maintained close family and community ties through frequent visits home during their college years. Because these candidates would be placed in year-long management training programs in major cities far from their homes, the business attempted to ease the transition to an urban corporate culture. The CEO felt that the company's flexibility in addressing the candidates' sense of isolation did not detract from successful business practices. In fact, it demonstrated to the candidates an understanding that was likely to be returned in their loyalty and commitment to his business.

Leadership and Career Development Programs

Unless minorities and women with outstanding potential are placed on the "star track" or the "fast track" and are then included in long-term leadership and career development programs, they are unlikely to be promoted into the positions that lead to the top. Development programs are long-range and broad-based. They are designed to build skills that managers need to lead a company in a changing competitive climate. Whereas training programs are typically short-term and highly specific, development programs meet long-term goals along the 20 to 25 year career path to senior management.

Successful glass ceiling initiatives identify and monitor the progress of high potential managers. The initiatives ensure that the managers acquire the broad range of experience in core business areas necessary to compete for senior leadership positions. Successful leadership and career development programs share four common characteristics:

- Information about criteria for eligibility is clearly stated in writing and widely distributed
- High potential individuals are identified at all levels of the organization
- Training and educational opportunities are made available to all employees who have met those performance, skill, and knowledge criteria

- A career path process identifies the objective performance, skill, and knowledge criteria for moving from one level in a job to the next, enabling individuals to plan their own growth and advancement (Catalyst 1993 and Wernick 1994).

The content and structure of career development programs that are effective are much the same for minority men, women, and white men. They include career development assignments and leadership training and reflect the career options possible within the particular company. They often include rotational and non traditional job assignments. These assignments broaden the base of experience, offer exposure and visibility in different areas of a company, and provide opportunities to demonstrate capabilities in an environment where stereotypes affect job assignments. They also offer exposure to senior leadership through rotations, presentations, and special assignments.

Mentors and Networks

Mentor relationships have always existed in the workplace. In the business context, mentors are higher level employees who can be depended upon to share personal insights and provide guidance and support to enhance the performance and career development of junior employees. Research has documented that having a mentor can significantly affect an individual's career development and advancement. The person who makes it to the executive suite without the support and encouragement of a mentor is rare indeed. Minorities and women seldom have strong mentors to guide them through the corporate thickets. (Some reasons for their lack of mentors will be presented in the Group Environmental Scans.)

Over the past decade, corporations have focused on this shortcoming by providing structured programs. They have established formal mentoring programs for minorities and women who have traditionally been excluded from the informal mentoring process. Formal mentoring programs make the process more widely available, more efficient and meaningful, and more equitable than is often the case with informal mentoring. Research done by Catalyst for the Glass Ceiling Commission shows that the following elements are common to the most effective programs:

- Objectives are linked to a business goal
- Support of top management
- Comprehensive planning (including guidelines and training)
- Involvement of protégé's supervisor
- Voluntary participation
- Monitoring and evaluation

Businesses are not limiting themselves to mentoring programs to provide career guidance and support. Employee-sponsored networks and affinity groups also support career development and provide leadership opportunities through confer-

A career path process identifies the objective performance, skill, and knowledge criteria for moving from one level in a job to the next, enabling individuals to plan their own growth and advancement .

Minorities and women seldom have strong mentors to guide them through the corporate thickets.

ences, seminars, and workshops. One participant described the value of networks in these words:

> "[We] *share strategies and information that is unavailable elsewhere. Those who are close to or through the glass ceiling tell others where the cracks are and what size hammer to bring.*"

Assessment and Promotion

Outreach, recruitment, leadership training, career development, mentoring, and networks affect who is going to move into senior management. Businesses have clearly marked paths to the top and those individuals who aspire to senior leadership have to get onto those paths and then move along them. The rate at which one moves along is controlled by assessment of performance in the various jobs that represent the stops along the way. Assessment and promotion can be, and often are, subjective decisions. Minorities and women often feel that they are evaluated unfairly—that stereotypes and prejudice are filters through which they and their performances are judged.

The companies that have been most successful in overcoming subjective judgments and that, therefore, have better track records of promoting minorities and women, recommend adoption of the following practices and processes:

- Clearly written job descriptions that define responsibility and expected outcomes
- Cross-divisional Assessment and Promotion Committees to review promotion and succession decisions, reduce personal and subjective opinion, and place maximum emphasis on merit
- Vertical and horizontal organization of work and working relationships to provide and support opportunities for lateral mobility
- A formal system of open communication whereby the criteria for success is clearly stated and available to all employees
- Feedback on performance and information needed for career planning is available and accessible to all employees (Catalyst 1993).

These practices demystify and equalize advancement and promotion processes and policies.

The Next Step

Corporate leaders perceive change in the business environment to be *the* factor that is driving business to take a hard look at the glass ceiling and remove the barriers that keep minorities and women stalled. The first step in any successful initiative is to take a hard look at the organization itself—the presence, status, and opportunities of minorities and women within the corporate culture. **Part II,** *Case Studies of Successful Programs,* describes three companies whose leaders took a hard look at their organizations, did not like what they saw, and did something about it.

The Federal Glass Ceiling Commission has found that businesses vary in their awareness of glass ceiling issues and in efforts to overcome glass ceiling barriers. Some businesses pioneer initiatives to remove the barriers and continue to do so. The work and family programs offered by these employers, have great impact on the lifelong career paths of women and people of color who share responsibility for their families daily care, and their ability to take on promotions and opportunities if offered. This section briefly describes the efforts of three companies—Xerox Corporation, Procter & Gamble, and IBM—that are successfully eliminating glass ceiling barriers while remaining competitive and profitable.

XEROX CORPORATION

CEO Commitment and Leadership—Almost 40 years ago, Joseph C. Wilson, the founder of Xerox, made diversity a core value of the corporation. He called it *"valuing and respecting people."* Current CEO Paul Allaire believes that a diverse workforce gives Xerox a competitive edge.

Accountability—Allaire expects senior managers to develop and maintain a balanced workforce and holds them accountable for achieving those goals. In turn, senior managers hold their managers to the same standards. An annual memo entitled *Balanced Workforce Performance*, reports the workforce participation of minorities and women and summarizes progress in meeting the goals.

Under its Minority/Female Supplier Program, the company also holds its vendors to high standards of workforce diversity while expanding their business opportunities. In 1992, Xerox spent $196 million with minority- and women-owned businesses.

Outreach and Recruitment—Xerox has a long-standing and successful employee referral system in which all employees are encouraged to refer friends and relatives to apply for employment. In the 1960s, Xerox initiated special efforts to recruit women and minority men, beginning with Booster, a collaborative program with Urban League affiliates, and Step-Up, a minority outreach program in Rochester, New York. Today the company has one team of African American managers who serve as liaisons with historically Black colleges and universities and another team

"Workforce diversity is a priority at Xerox and adds value to our business. Diversity of our workforce requires an openness by all employees in respect to age, race, gender, and thought."

CEO Paul Allaire

of Hispanic managers who coordinate efforts to recruit Hispanic men and women.

Training—All employees are kept aware of company policies on issues sexual, racial, and ethnic harassment. A brochure highlighting the company policy is given to every employee. Xerox instituted workshops in sexual harassment prevention in 1982.

Development—High potential employees are counseled on the steps necessary to advance their careers. Their job assignments support their advancement—for example, of the 80 Xerox managers currently on international assignments, 13 are women and 23 are minorities. A key element of the succession-planning process is to improve the representation of minorities and women in upper management—currently 20 percent of Xerox vice presidents are members of minority groups and 12 percent are women. Twenty-four percent of the corporate officers are women and minorities [1].

Mentoring—Caucus groups are fundamental to the company's mentoring activities. All groups are employee-initiated and employee-funded. They conduct workshops, conferences, and individual mentoring activities on management processes, career planning activities, and work/family issues.

[1]The category "minorities" includes both men and women, so that a female employee is counted here both under the category "women" and as a minority.

The company also has support groups based on sexual orientation, disability, and functional expertise.

Work and Family—Xerox's Life Cycle Assistance combines a variety of work/family programs that include income-based subsidies for child care, customized medical benefits, an employee assistance program, and tuition aid for employees.

PROCTER & GAMBLE

CEO Commitment and Leadership—More than 30 years ago, Procter & Gamble's President Howard Morgan sent a letter to his senior managers, stressing that the company simply had to do better at providing employment for African Americans. Today, Chairman Edwin Artz sends an annual letter to P&G's more than 100,000 employees, outlining the company's diversity policies and emphasizing its conviction that, in his words—*"Developing and managing a strong, diverse organization is essential to achieving our business purpose and objectives."*

Accountability—Each P&G business unit has specific goals for the development and advancement of minorities and women, as well as plans for achieving those goals. Data on hiring, promotions, job rotation, and training are entered into a computerized Diversity Measurement System, giving senior management the ability to track progress in meeting goals. The number of women at the department director level has doubled in the last five years and the number of minorities at the associate director level has tripled.

Outreach and Recruitment—P&G provides internships through the Graduate Engineering for Minorities Consortium, the National Urban League's Black Executive Program, and the National Alliance of Business Colleges' Cluster Program. In 1993, 47 percent of the interns were women and 46 percent were minorities. P&G provides leadership and support for several programs designed to attract minority students to engineering and science and the company provides support to numerous women's and minority organizations.

During the past 10 years the company's record of hiring and promoting minorities and women into management has been strong, with women averaging approximately 40 percent and minority men approximately 25 percent of new hires.

Training—All employees participate in diversity training. The company's goal is to create a business environment in which individual differences are not only valued but celebrated and prized.

Development—Development programs are customized to give each employee opportunities, tools, and skills needed to realize his or her full potential. P&G College, designed to reach all employees, is staffed by senior managers who teach basic business courses fundamental to business success.

Mentoring—Dozens of networking and support groups exist throughout the company—for example, Women Supporting Women (WSW) and the Asian American Self Directed Learning

"Developing and managing a strong, diverse organization is essential to achieving our business purpose and objectives."

Chairman Edwin Artz

Conference. WSW's annual workshop brings together mid-level women managers to discuss job growth and development issues. The Learning Conference helps Asian and Pacific Islander Americans understand cultural differences and perceptions that affect business operations. Experienced P&G managers serve as counselors, coaches, guides, and advisors to less experienced employees and are available to all employees upon request.

Work and Family—P&G considers family-friendly policies as an investment that pays off in attracting and retaining employees. Family-friendly programs include child care leave, adoption assistance, on-site medical screening, employee assistance programs, tuition reimbursement for college courses, flexible schedules, and financial support of nearby child-care facilities.

IBM

CEO Commitment and Leadership—In 1935, when IBM first hired professional women in marketing, Chairman T. J. Watson declared, *"Men and women will do the same kind of work for equal pay."* Current CEO Louis V. Gerstner, Jr., terms diversity *"an issue of strategic and tactical importance,"* made workforce diversity the subject of one of his first policy letters. He wrote,

> *"I believe workforce diversity to be of real importance to IBM's success. As the marketplace becomes increasingly diverse, IBM's competitiveness will be enhanced through a workforce which reflects the growing diversity of the external labor force, and the growing diversity of our customers."*

Accountability—IBM sets goals for minorities and women in job groups where they are underutilized, with the intention of achieving representation according to availability at all levels in the company. Each manager's annual appraisal includes an evaluation of his or her efforts in improving IBM's workforce diversity profile.

A salary analysis is conducted for each minority and femalee employee. These analyses compare minorities and women employees with their similarly ensuring situated white and male peers.

Outreach and Recruitment—IBM was the first company in the U.S. to support the United Negro College Fund in 1944, its initial year. The Company began active college recruiting at historically Black colleges in the 1950s. In 1972 IBM initiated the Faculty Loan Program which allows employees to take up to a year off to work for a college, at full IBM salary, in projects addressing the needs of disadvantaged, female, or disabled students. More than 1000 employees have participated. In 1991 IBM established the Minority Campus Executive Program. African American, American Indian, Asian and Pacific Islander, and Hispanic American executives serve as liaisons with the presidents of 24 colleges that have large/predominantly African American, Hispanic American, Asian and Pacific Islander American, and American Indian populations.

IBM recruits from colleges and universities that have significant numbers of women and minority students. Critical to recruitment are these three principles:

- Equal employment and affirmative action are treated as business objectives
- Line managers at all levels are accountable for progress in meeting diversity objectives
- Investing time and effort in recruiting and sustaining a supply of diverse employees long-term, continuing success in meeting diversity objectives

". . . IBM's competitiveness will be enhanced through a workforce which reflects the growing diversity of the external labor force, and the growing diversity of our customers."

CEO Louis V. Gerstner, Jr.

Training—All company diversity training programs use an IBM video, "Valuing Diversity: A Competitive Advantage." Diversity councils identify, recommend, and implement plans and programs to enhance workforce diversity management. The councils meet regularly and coordinate roundtable exchanges and focus groups to discuss opportunities, challenges, and concerns of the workforce. Training in sexual harassment prevention is an integral part of all employee training.

Development—Attendance at IBM's executive seminars is an important training experience in the company—in 1993, 22 percent of those attending were women and 7.7 percent were minorities. In the same year, 25 percent of those who attended IBMs advanced management school were women and 15.7 percent were minorities.

A key developmental experience is an international job assignment—an experience outside of the U.S. in a different culture and work environment. From 1991 to the end of 1993, more than 500 employees participated—15 percent were women and 9.6 percent were minorities [1].

It is a requirement that the opportunity to use the Employee Development Plan process be offered to each woman, minority, Vietnam-era veteran, and person with a disability. The Employee Development Plan is a document used in partnership between the employee and the manager to understand and maximize strengths, and to identify and address weakness. It also provides a vehicle to discuss career aspirations and to establish a plan to help achieve reasonable career objectives.

Mentoring—The goal of IBM's Mentoring Program is two-fold. First, it provides a place where women and minorities, and people with disabilities can go for "penalty-free advice"; and second, to provide senior employees and managers the opportunity to have a variety of coaching, developing, and managerial experiences with people who are different from them. Mentoring begins as soon as an employee joins IBM. The program supports employees at three levels:

- Officer Level—Mentors guide selected women and minorities who have been identified as potential corporate officers
- Corporate Level—Mentors guide selected women and minorities who have been identified as potential executives
- Noncorporate Level—Mentors guide new employees to provide early career assistance and maximize their career growth.

[1] The category "minorities" includes both men and women, so that a female employee is counted here both under the category "women" and as a minority.

Work and Family—IBM's ongoing goal in this area is to demonstrate that these programs are practical, effective, and efficient tools to achieve business results. IBM's Work/Life Programs are designed to help all employees be productive while meeting personal and family needs. Programs include flexible work hours and flexible work locations, a personal leave program, and child and elder care support. Work/Life Employee Surveys in 1986 and 1991 provided valuable data on existing programs, and led to recommendations for new projects/programs. IBM has made a special commitment to the subject of Dependent Care support. In 1989, IBM announced the IBM Funds for Dependent Care Initiatives, a $25 million investment made over the years 1990-1994. During that period more than 500 child care/elder care projects were funded in communities where IBM employees live and work. In addition, in 1992, IBM was one of the 11 "Champion" companies that funded The American Business Collaboration for Quality Dependent Care. It was the largest collaboration in U.S. history that included 156 organizations and invested 27 million dollars in 355 projects in 45 communities.

In its examination of corporate glass ceiling initiatives, the Federal Glass Ceiling Commission found that comprehensive, systemic approaches are more likely to have lasting positive impact than isolate, one-shot or ad hoc approaches. Because they are designed to overcome the structural barriers specific to the business, different glass ceiling initiatives emphasize different components. However, research suggests that effective initiatives include components of the seven elements listed below. (The summary tables are organized by the following element headings and are found in the Appendices.)

- **Leadership and Career Development**
  - AAA—American Automobile Association
  - AT&T
  - Barnett Bank
  - Connecticut Mutual
  - Continental Insurance
  - Corning Glass Works, Inc.
  - Fannie Mae
  - Gannett Co., Inc.
  - Hewlett-Packard Co.
  - JC Penney Co., Inc.
  - Massachusetts Mutual Life Insurance Company
  - Morrison & Foerster
  - New England Telephone - NYNEX
  - Pacific Gas and Electric
  - SC Johnson Wax
  - Tom's of Maine
  - University of North Carolina at Greensboro
  - US WEST
- **Rotation/Nontraditional Employment**
  - American Airlines
  - Avon Products, Inc.
  - Chubb & Son, Inc.
  - Con Edison
  - E.I. du Pont de Nemours & Company
- **Mentoring**
  - AT&T
  - Chubb & Son, Inc.
  - CIGNA
  - Dow Jones & Company
  - E.I. du Pont de Nemours & Company
  - Exxon Research & Engineering Co.
  - First Interstate Bank of California
  - JC Penney Co., Inc.
  - New England Telephone - NYNEX
  - Pitney-Bowes, Inc.
  - Procter & Gamble
- **Accountability Programs**
  - Baxter Healthcare Corporation
  - Corning Glass Works, Inc.
  - Square D Co.

Tenneco, Inc.

- **Succession Planning**
  - American Airlines
  - Hershey Foods
  - McCormack & Dodge
  - Motorola, Inc.
  - Public Service Electric & Gas Company
- **Workforce Diversity Initiatives**
  - Avon Products, Inc.
  - General Electric NY Silicone Manufacturing Division
  - General Foods
  - McDonald's
  - PDQ Personnel Services
  - Procter & Gamble
  - Renssalaer Polytechnic Institute
  - US West
    - **—(a) Programs for Women of Color**
      - US WEST
      - Xerox
    - **—(b) Corporate Women's Groups/Networks**
      - Avon Products Inc.
      - Case Western Reserve University
      - Hoffmann-La Roche
      - Honeywell, Inc.
    - **—(c) Gender/Racial Awareness Training**
      - Arthur Andersen & Co.
      - E.I. du Pont de Nemours & Company
      - JC Penney Co., Inc.
      - Hughes Aircraft

- 3M
- MCA, Inc.
- North Broward Hospital District
- Pitney-Bowes, Inc.
- Port Authority of NY & NJ
- Raychem Corporation
- Ryder Systems, Inc.
- Tenneco, Inc.
- Texas Instruments
- **—(d) Elimination of Sexual Harassment**
  - Apple Computer
  - AT&T
  - E.I. du Pont de Nemours & Company
- **Family-Friendly Programs**
  - Eastman Kodak Company
  - Fel-Pro, Inc.
  - John Hancock Financial Services
  - Johnson & Johnson
  - Marquette Electronics
  - NationsBank
  - SC Johnson Wax
  - Pacific Gas and Electric
  - JC Penney Co., Inc.
  - Tandem Computer, Inc.
  - US Sprint
    - **—(a) Flexible Work Arrangements**
      - Arthur Andersen & Co.
      - Corning Glass Works, Inc.
      - Eastman Kodak Company
      - North Carolina National Bank
      - Pacific Bell

The San Francisco Bar Association
Sidley & Austin
Skadden, Arps, Slate,
Meagher & Flom
Steelcase, Inc.
Tucson Medical Center

—(b) Parental Leave

Aetna Life & Casualty
Corning Glass Works, Inc.
IBM
Proskauer, Rose, Goetz
& Mendelsohn

—(c) Dependent Care

Allstate Insurance Company
American Express Company
Amoco Corporation
Champion International Corporation
IBM Corporation
Johnson & Johnson
J.P. Morgan, Inc.
Motorola, Inc.
Philip Morris
Stride Rite Corporation
The Travelers
Work/Family Directions
Xerox Corporation

SECTION IV

THE ENVIRONMENTAL SCAN

- The Concrete Wall
- More Than Glass
- The Impenetrable Glass
- The Two Way Mirror
- The Classic Glass Ceiling

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THE ENVIRONMENTAL SCAN

Although all groups experience the glass ceiling as a serious limitation, the issues are not the same for white women and women of color. They are not the same for women and minority men, and they are not the same for men of different racial and ethnic backgrounds.

Corporate leaders, individuals preparing for corporate advancement, researchers, and government officials agree that a glass ceiling exists, and that it operates to exclude minorities and women from top levels of management. In that respect, it is a glass ceiling with very few openings except for white non-Hispanic males.

Although all affected groups experience the glass ceiling as a serious limitation, the issues are not the same for white women and women of color. They are not the same for women and minority men, and they are not the same for men of different racial and ethnic backgrounds. Therefore, The Environmental Scan is divided into separate sections for African Americans, American Indians, Asian and Pacific Islander Americans, Hispanic Americans, and women.

Each section examines the perceptions of group members regarding the glass ceiling, the CEO perceptions of the group vis-à-vis the glass ceiling, and the popular stereotypes applied to the group. The pictures that the perceptions and stereotypes paint are then compared to the pictures that emerge from analyses of available basic labor force, education, placement, opportunity, advancement, and compensation information.

(It is important to note that consistent data cannot always be provided across the groups, either because it has not been collected or because the datasets that contain it are not large enough to support disaggregation.)

Before focusing on the individual groups it is helpful to look at the overarching perceptions, insights, and realities that make up the big picture of how minorities and women are faring in the private sector.

CEO PERCEPTIONS OF THE GLASS CEILING

> *"Business is changing the way it does business because the climate—the whole environment—has changed."*

> *"Glass ceilings are bad business."*

Under its mandate to do original research, the Commission contracted with researchers to conduct in-depth interviews with CEOs of various kinds of corporations throughout the country in order to secure up-to-date CEO views about the glass ceiling.

Corporate leaders interviewed in the Federal Glass Ceiling Commission survey perceived *change* in the business environment to be the factor that is driving business to address glass ceiling issues. CEOs repeatedly stated that they are changing the way they do business because of recent dramatic shifts in three areas that are fundamental to business survival:

- **Changes in the demographics of the labor force**
- **Changes in the demographics of the national consumer markets**
- **The rapid globalization of the marketplace**

Corporate leaders recognize that, in order to compete successfully in the changing national and international business environments, businesses must internalize those changes. Business leaders maintain that:

- **glass ceilings exclude top quality people of diverse backgrounds that businesses need in order to compete successfully, and**
- **top quality people, regardless of gender, race, or ethnicity, are essential to the health and profitability of business.**

The following five themes emerged from corporate leaders' perceptions of the nature of the glass ceiling and its impact on business:

- **A majority of the CEOs interviewed perceive the glass ceiling as something that did affect women but no longer does.** Although they agree that parity between men and women has not yet been achieved—either in terms of decisionmaking jobs or in compensation—they believe that women have proven themselves to Corporate America over the past two decades and therefore are about to break through the glass ceiling in increasing numbers.
- **The CEOs interviewed have not internalized the broadened definition of the glass ceiling and are less likely to think of a glass ceiling as something that applies to minority males.** Rather they attribute the scarcity of minority males at the top—who they first think of as African Americans—to a lack of qualified candidates, asserting that demand is high but supply is limited. Most described themselves as desperately seeking minority males for jobs at all levels, from top executives down to management trainees.
- **CEOs recognize that negative attitudes of some white males reflected in stereotypes, prejudice, and bias can and does hinder the advancement of minorities and women.** Most acknowledge that resistance to minorities and women can be severe, especially *"at the beginning,"* and they understand that stereotypes conjure up the preconceptions, misconceptions, prejudice, and bias that influence

An overwhelming majority of the CEOs interviewed perceive the glass ceiling as something that did affect women but no longer does.

corporate behavior in ways that can only solidify the glass ceiling. However, CEOs report that the high performance of minorities and women is slowly changing those negative attitudes, negating the argument that "diversity hires" equal underperformance.

- **All CEOs interviewed strongly affirm the principle of merit.** They declared—perhaps in reaction to the negative connotation of "diversity hires"—that all recruits and employees should meet the same standards of preparedness, excellence, and performance, regardless of gender, race, or ethnicity.
- **CEOs called attention to the fact that it is easier to institute change in good times than bad times.** When a business is growing the inclusion of minorities and women is perceived as less of a problem because there is room for everybody. Conversely, when a business is not growing, or is downsizing, white males perceive inclusion of any new category of players as discrimination against white men that threatens their security. In times of downsizing and takeovers, "white male anxiety," as described by Secretary Reich, "runs high just as it does for all other employees regardless of gender, race, or ethnicity."

HOW THE PERCEPTIONS OF MINORITIES AND WOMEN AND FACTUAL EVIDENCE RELATE TO WHAT THE CEOs PERCEIVE

Federal Glass Ceiling Commission research conducted by Catalyst and others, and independent studies conducted by Korn/Ferry International and Heidrick & Struggles support the CEOs' perception that minorities and women have made some inroads into executive, administrative, and managerial positions in the past 20 years.

However, white non-Hispanic males continue to hold an overwhelming majority of all management positions in the private sector—95 to 97 percent—and the advancement of others varies significantly by gender, race, and ethnicity as evidenced in the Group scans that follow. Furthermore, the optimistic perceptions of the CEOs are not always shared by minorities and women inside corporations. They assert that the advancement of white and non white women and minority men is blocked, and that minorities and women are still severely underrepresented at the senior levels of Corporate America. Available data that is cited in the following scans support this perception.

A representative of Korn/Ferry International, an executive recruitment firm, testified at the Los Angeles Public Hearing of the Federal Glass

CeilingCommission. The Korn/Ferry surveys of senior managers in Fortune 1000 industrial and Fortune 500 service industries that were conducted in collaboration with the John E. Anderson Graduate School of Management of the University of California, Los Angeles, show steady progress for most groups within the male and female categories. **At the same time, they dramatically illustrate that the gap between men and women and whites and others is still enormous.**

Racial/Ethnic Origin of Respondents in Korn/Ferry International 1982 and 1992 Surveys of Senior Level Females

	1982	1992
Caucasian	97.3	95.0
African American	1.0	2.3
Asian	0.4	1.8
Hispanic	1.3	0.2
Other	0.0	0.5
No Response	0.0	0.2
Total	100.0%	100.0%

Racial/Ethnic Origin of Respondents in Korn/Ferry International 1979 and 1989 Surveys of Senior Level Males

	1979	1989
Caucasian	99.1	96.9
African American	0.2	0.6
Asian	0.1	0.3
Hispanic	0.1	0.4
Other	0.1	0.0
No Response	0.4	1.8
Total	100.0%	100.0%

As noted before, research also supports the assertion of those CEOs who say that inclusion across the board has been good for business. For example, the J.L. Kellogg Graduate School of Management at Northwestern University, reported on a 1993 study conducted by the Covenant Investment Management firm that rated the performance of the Standard and Poor's 500 on the hiring and advancement of minority men and women, and on compliance with Equal Employment Opportunity Commission and other regulatory requirements. That study then compared these ratings to the annualized return on investment on the stock of these companies over the most recent five-year period. It found that the stock market performance of the firms that had good glass ceiling records was approximately 2.4 times higher than that of the firms that had poor glass ceiling records.

Commission research shows that minorities and women at the senior-levels did not lose ground over the last four- or five-year period of restructuring and retrenchment.

In another study compiled by four business school professors examining the "impact that public service announcements of government awards for exemplary affirmative action programs have stock return behavior of winning firms." Twenty-eight companies were chosen and provided definitive results supporting diversity management's positive impact on corporate profitability. The average return on the day of the announcement of winning the award was 0.459% and a more substantial raise of 0.581% was recorded for the day following the announcement, for a two-day total of nearly 1.0%.

Research also supports the perception of corporate leaders that it is good business to find and keep good employees. CEOs are aware of what it costs to develop managers and what it costs to lose them if they leave because they believe their advancement is limited. A promising model being developed by Professors Ann Bartel and Anna Duran of Columbia School of Business (described at the Glass Ceiling Public Hearing in New York City) is beginning to reveal a similar pattern of recruitment, replacement, and unrealized potential costs associated with maintaining a glass ceiling. It is becoming increasingly clear that there is an economic imperative to retain employees to leverage corporate investment in recruitment and career development.

Commission research (Woo, Hispanic Policy Development Project, Bell and Nkomo, Mauricio Gastón Institute, James et al., Wernick, Woody and Weiss, focus groups and the CEO Survey) as well a review of recent literature on management-diversity, support the CEOs' perceptions that negative attitudes of some white males can and do hinder the advancement of minorities andwomen. Americans in general are threatened by recent structural changes in the economy and the nature of work. White men in particular feel threatened by the demographic shifts that are altering the ethnic and gender mix on the factory floor and in the conference and board rooms. Not only do people have to change *how* they work, they are also being simultaneously required to change *with whom* they work. This is a serious issue and it has spawned a specialized training industry to help business help their employees adapt to diversity. The case studies in this report indicate that companies that undertake sensitive and fair strategies for change can level the playing field for minorities and women. With time and training they can overcome the very real and understandable anxiety of all employees.

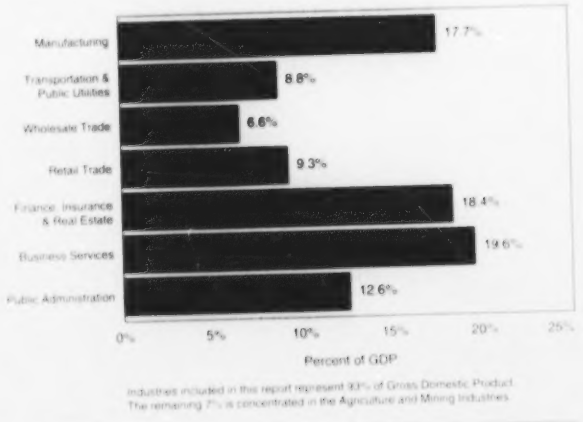
Although the CEOs' perception that it is *easier* to press for inclusion in times of growth than in times of retrenchment is undoubtedly true, Commission research shows that minorities and women at the senior- levels did not lose ground over the last four- or five-year period of restructur-

ing and retrenchment, partly at least because those who had the most to gain through early retirement packages were eligible white males who had been in companies the longest. Federal Glass Ceiling Commission research and testimony from the public hearings indicate that, at senior levels, many older white managers moved out, creating opportunity for minority men and women.

The Environmental Scans that follow provide facts and findings—as required by the legislation—on the corporate status of minorities and women in relation to preparedness, opportunities, and the practices that relate to the access to decision making positions. In the interest of neutrality the Scans of the affected groups are presented in alphabetical order. The order does not imply that any one group is more important than another.

(Although Disabled Americans and older Americans were not included in the Commission's mandate, the Commissioners recognize that both groups face barriers to their advancement to decisionmaking positions in management.)

Gross Domestic Product by Industry
(Industries as a % of GDP)



Industries included in this report represent 93% of Gross Domestic Product. The remaining 7% is concentrated in the Agriculture and Mining industries.

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GENERAL BACKGROUND

"There are far more Black persons who grew up in viable, stable, upward-striving Black families than otherwise."

Andrew Billingsley, Ph.D.
Climbing Jacob's Ladder: The Enduring Legacy of African American Families

According to the 1990 U.S. Census, 12.1 percent of United States citizens are African Americans. The African American population is, like Hispanic Americans and Asian and Pacific Islander Americans and American Indians and European Americans, a group which is diverse within itself. Just as European Americans are not all "typical whites," so African Americans are not all alike. The African American population includes U.S.-born persons whose families have been here for more than 300 years, persons of Caribbean descent, and recent immigrants from Africa. The African American population has a complexity and diversity that is sometimes ignored or overshadowed by popular negative perceptions of a monolithic underclass.

African Americans have demonstrated a strong tradition of self-help throughout American History. They also have a long history of valuing education and encouraging their children to get diplomas and degrees. And they have a solid history as entrepreneurs and professionals. A Black business class has grown and flourished outside the corporate culture. The glass ceiling question is whether Black Americans are prepared to grow and flourish within the mainstream corporate culture.

The information in this environmental scan is drawn from several sources: extensive public hearings, CEO interviews and African American male executive focus groups, as well as from unpublished research on African American women that was made available to the Glass Ceiling Commission. These sources highlight the different views of African American preparedness and opportunity for upward mobility in Corporate America. Research papers presented to the Glass Ceiling Commission identified stereotypes of African Americans. The quantitative data comes from Commission-sponsored research, private research, and analysis of U.S. Census data. The term African American and Black is used interchangeably.

THE PERCEPTIONS

How CEOs Perceive African Americans and the Glass Ceiling

CEOs of businesses that are managed and/or owned by whites and minorities were interviewed as part of the Federal Glass Ceiling Commission research. They were asked about their perceptions and experiences in recruiting, developing, and promoting individuals from the target groups. The responses applicable to African Americans and the glass ceiling are summarized here.

The Glass Ceiling Itself

The overwhelming majority of these CEOs interviewed continue to think of the "glass ceiling" in terms of women; however, when reminded that it also affects minority males, virtually all interpreted "minority males" to mean African American men.

With two exceptions, the CEOs who were surveyed said they need and want African American men throughout the ranks of their organizations, because diversity is good for business. They perceive demand for African American men as high and supply as small.

> *"Given the national demography, and the fact that much of our domestic business is with city and state governments, walking in with an all-white male team is a* ***tie breaker negative.****"*

> *"If I go to Washington, I need Black representatives to interact with the people who can give me contracts."*

Preparedness

The CEOs who were interviewed shared a perception that there is a shortage of high potential, college-educated Black men. Statements that illustrate this perception include:

> *"There are more women and more minority women who end up at the top of their classes than there are minority men in that category. I don't know why that is; I think it has to do with the modern culture that puts pressure on young minority males. What I do know is that I hire on merit because I have to compete to stay in business. I have to cream* [recruit from the top decile] *and there aren't that many minority guys who can cut it."*

> *"The push for minority males came later than for women, so there are fewer at the upper middle levels in the company or the industry. Within the company they are not a part of the age/experience cohort that is eligible for top management, and the same is pretty much true throughout the industry—we are all looking to steal top quality candidates from each other, but they weren't let in early enough—now we are all desperately watching the pipeline."*

The CEOs who were interviewed shared a perception that there is a shortage of high-potential, college-educated Black men.

Opportunities

With two exceptions, the CEOs interviewed said that they are eager to increase African American male representation in their businesses. They said that they recruit actively; they also said the number of qualified, credentialed African American men is small and competition for the best and the brightest is intense. They made it clear that they are always on the lookout for top quality Black males and know that their competition is doing the same. They perceive well-educated and experienced African American men as having unlimited opportunities in Corporate America.

> *"It is a highly competitive market for minority males, even at the beginning professional levels. We recruit from the top five to ten percent of a graduating class and the top minority candidates have been recruited by the big firms, with scholarships and internships, since their freshmen years—we aren't big enough or rich enough yet to compete with that approach."*

> *"I tried for three years to recruit at* [deleted] *and couldn't get the time of day until I finally got a Black vice president who was an alumnus. But it's still a problem. In our business if we are going to compete we have to get the very best. Well, the big guys go in and pick off the best because they can identify them in the freshman year—they give them scholarships and internships and lock them in. We can't afford that yet so we don't have a chance."*

Most of the CEOs perceived themselves as sensitive to issues of equity. Almost all expanded upon their self-perceptions by emphasizing the importance of adhering to corporate standards and considering merit when promoting minority males. One such comment was—

> *"Watering down standards does nobody any good. It hurts that business and it hurts the group, because it increases the resistance to the next person from that group."*

Other Issues

CEOs are worried about their failure to retain African American men in the positions that normally lead to top management positions. The attrition rate at the executive-trainee and middle-management levels is high. CEOs say that sometimes middle-level African Americans leave to accept better offers, but in other cases the reason or reasons they choose to leave remains mysterious to the CEOs.

> *"On the entry and journeyman levels, we have good Black representation, but we are low on the upper levels. We had one Black male Vice President , a lawyer and an MBA, who left us to be Secretary for Economic Development for the state—a golden opportunity for him, a loss for us. Another Black male, a retired three-star general, was about to come on, but took another very prestigious job at the last minute—our loss. The competition is brutal."*

"We recruit only from the top schools, and we hire only from the top 10 percent from those schools, for men and women, Black and white. But something happens to the Black men when they go through our training program—they consistently come out in the bottom quarter of our classes. Something is going on and we don't know what it is. We are working with consultants, we are doing exit interviews, we are trying to find out what is wrong so we can fix it. Do they feel lost in a sea of white faces? Are they stressed in an uncomfortable environment? Do they feel that they are not expected to succeed and freeze up?"

How African American Women Perceive the Glass Ceiling

"If she is rescued from the myth of the Negro, the myth of the woman entraps her. If she escapes the myth of the woman, the myth of the Negro still ensnares her."

Deborah Gray White
Aren't I a Woman? Female Slaves in the Plantation South

This section describing the feelings of African American women is drawn from an unpublished manuscript and work in progress made available to the Federal Glass Ceiling Commission by its authors, Dr. Ella Louise Bell and Dr. Stella M. Nkomo. Their findings are reported here for the first time with special permission of the researchers. Their study based on a survey of 238 African American women managers and 477 white women managers is one component of a larger on-going investigation, *Life Journeys of Women in Corporations.*

Bell and Nkomo found that the African American women in their sample tend to feel they are laboring under the double burden of racism and sexism. Their findings also showed significant differences in the career perceptions of African American and white women. For example,

- Compared to the white women, African American women felt that they received less organizational support.
- African American women did not perceive their work to be as significant as did the white female respondents.
- African American women felt that they were in positions where they had less control and authority than did their peers who were white women and they believed that their jobs were less likely to allow them to use their skills and knowledge.
- African American women's perceptions of their relationships with their bosses were less positive than those of the white women.
- Compared to the white female respondents, African American women were more conscious of their racial identity at work, felt less accepted by their

African American women did not perceive their work to be as significant as did the white female respondents.

colleagues at work, perceived less collegial support, and perceived a higher level of sex discrimination at work.

(In an earlier 1990 study, Dr. Bell found that many African American women in professional jobs felt pressured by bicultural stress, the result of the contradictory pull between their own cultural identity and the pressure to conform to a corporate identity that is both masculine and white. Those who conform in order to be accepted may simultaneously feel that they have betrayed their own cultural identity.)

- African American women were less positive than white women about how their companies managed race and gender relations and their employers' commitment to the advancement of women, Hispanics, and people of color.
- African American women and white women were equally satisfied with their career progress, although African American women were less satisfied than white women with their salaries.

In order to explain some of the distinguishing differences in the organizational experiences of white and African American women managers, Bell and Nkomo changed the metaphor from glass ceiling to *concrete wall.*

Bell and Nkomo explain that white women feel that they are held down by a glass ceiling. Glass is dangerous and it can injure those who break it, but it can be broken. Furthermore, glass is clear—those below a glass ceiling can see through it and learn by observation. They can see those above and they, in turn, are visible to those who are above the glass ceiling. Visibility, sometimes known as "face time," is a critical factor in breaking through the glass ceiling.

African American women, on the other hand, feel that they face a concrete wall. It is almost impossible for one person alone to poke a hole in a concrete wall. Furthermore, those closed in behind the wall cannot learn about the organization because they are isolated from the mainstream of organizational life and, worse, they are invisible to the decisionmakers on the other side.

The research findings are borne out by the statement of an African American woman who testified at the Federal Glass Ceiling Commission Public Hearing in New York City. She declared,

> *"Yes, there is a ceiling. That's not news in our community. Indeed, for African Americans, everyone who comments on it seems to call it the concrete ceiling or the concrete wall. But for those of us at the* [deleted] *we say that both of these terms really are descriptions of good, old-fashioned racial discrimination in recruitment,*

job placement, promotions, performance evaluations, compensation, and other terms and conditions of employment."

She went on to explain,

"For Black women, it is even worse. They are only three percent of all women managers, and women managers are estimated to be less than two to three percent. So we have a non-existence. We don't even have a wall—no ceiling, no glass to look through. There is nothing."

The metaphor of an impenetrable wall was also used by African American male executives in the focus groups.

How African American Men Perceive the Glass Ceiling

"It's not a glass ceiling, it's a brick wall."

The information presented in this section is drawn from the comments made by African American male executives who participated in focus groups sponsored by the Federal Glass Ceiling Commission to comply with the Congressional mandate to conduct original research on issues pertaining to the glass ceiling.

The "Minority" Label

The African American men resented being labeled as "a minority." They perceived it as a label used to imply inferiority.

"'Minority' means 'lower' or 'less,' and I don't see myself any lower or less than anybody else."

"They are forcing that word, minority, upon us; to keep beating it in our heads to remind us that we are less than. We have to act accordingly. I've never subscribed to that point of view."

"I don't think it was by mistake that the word 'minority' was thrown out when we as Black people sought to have equal opportunity."

The Glass Ceiling Itself

African American participants perceive this barrier as virtually impenetrable for most Black men. They view it not as a glass ceiling but as *a brick wall.* They believe that corporate America considers them *"a necessary evil"* because of the changing demographics of the marketplace, national and global. Despair and resentment were voiced toward the permanence of the glass ceiling—the respondents believe the barriers to their upward job mobility will not be removed in their lifetimes. They believe their talent, education and experience are not valued in corporate America. At the same time, they feel they have no choice but to continue to fight against what they consider unfair and outright racist patterns in corporate advancement.

"As a Black man in Corporate America, you're just a low number. You're non-existent.

"I've seen it. Not so much in a personal sense . . . but I've seen the figures. . . . I worked in payroll . . . only one Black out of 100 staff members would be making between $50,000 and $75,000. If the salary goes over $100,000 the numbers become zero for minorities. When you get to the executive levels there are 35 people, most making close to a half a million dollars a year . . . and not one Black person out of 35."

"I'm experiencing that right now. They bring in a new CFO [Chief Financial Officer] *. . . . even though I've been running things. They pay him twice as much as me and I've been there 10 years. I see the salary differences between Blacks and whites. Every single white secretary, even the floater, makes $8,000 more than the one minority secretary."*

"It's a cement wall. You're not getting past this point, my friend. When they bring in a minority, the best day on the job for some people was their first day on the job. I can name about five companies that come to mind. They hired you, they have a three year in and out policy . . . It's a consistent pattern . . . Your chances of becoming a mover and shaker here, I'd sooner see a pig fly. It's not going to happen."

"As a Black man in Corporate America, you're just a low number. You're non-existent. You're an endangered species. They know it. They will hire Black women before they hire one Black man, and they know why they do it."

Glass Ceiling Impact on Jobs and Careers

Black male executives who participated in the Federal Glass Ceiling Commission African American focus groups agreed that education is a prime prerequisite for getting through the glass ceiling, although some felt that without an Ivy League education it was difficult for anyone to get through. They also agreed that although experience and education count for something in Corporate America, the glass ceiling is about something other than those qualifications. They see the acceptance and rise of other minorities and women as a discriminatory tactic designed to keep Black men from advancing to the top ranks of Corporate America. They spoke of their feelings of always being judged as African Americans, rather than as individual men.

"The perception is that you get less quality education from a minority school. It's that one little issue that makes it either positive or negative on whether you get into the pipeline. Just the name of the school."

"Once you get in the door, after you've made it inside the door, you have to be four, five, six times better than the average person, the average non-Black, the average Caucasian, in order for you to get to where you should be."

What are the Stereotypes About African Americans?

"Sticks and stones may break my bones,
But names will never hurt me."

Children's Rhyme

Research consistently identifies stereotypes, along with prejudice and bias, as a barrier to job advancement. The "names" all too often become truth in the minds of those who are making decisions about corporate advancement, and as a consequence, become barriers for individual African Americans, regardless of individual preparedness.

At the same time, it must be emphasized that *only two of the CEOs who were interviewed in a Commission survey expressed any reservations about the suitability of African Americans for middle- or top-level corporate positions.* All others stated that they need and want African Americans throughout the ranks of their organizations but are having difficulty finding and retaining credentialed African American men. CEOs agreed that there aren't enough *"top-quality minority males"* who are *"ready"* for top-level jobs and expressed reservations about advancing minority males *"too soon"* or *"before they are ready."* It is not clear how much of the difficulty, if any, relates to possible unrecognized organizational biases that grow out of stereotypes about African Americans. The research identifies the following stereotypes about African Americans:

African American men are stereotypically perceived as *lazy/ undisciplined/ always late/ fail to pay their taxes/ unqualified but protected by affirmative action/ violent/ confrontational/ emotional/ hostile/ aggressive/ unpredictable/ unable to handle stressful situations/ threatening/ demanding/ militant/ loud/* and *less intelligent than other racial or ethnic groups.*

African American women are stereotypically perceived as *incompetent/ educationally deficient/ aggressive/ militant/ hostile/ lazy/ sly/* and *untrustworthy.*

Stereotypes must be addressed because they imply factual bases for glass ceiling barriers. For example, epithets such as *lazy* and *educationally deficient* and *unqualified but protected by affirmative action* can be refuted by data on labor force participation and educational attainment. Still others—for example, *confrontational* or *aggressive* or *demanding* or *militant*—may result from the reactions of many African American men and women to their perceptions that they have been discriminated against in the workplace. Many are frustrated, angry, and in despair; they have prepared themselves for advancement and they have been excluded from opportunities for advancement. Experience has taught them to be on guard, a reaction that they perceive as sensible and others perceive as threatening.

THE REALITY CHECK:
Perceptions and Stereotypes-Versus the Facts

The Basic Facts

- In 1990, the U.S. Bureau of the Census reported that African Americans comprised 12.1 percent (30,000,000) of the total population.
- The majority of African American men work for a living. In fact, the total African American male labor force participation rate (63.1 percent) increased by 5.5 percent between 1980 and 1990 compared to an overall 4.2 percent increase for whites.
  — In 1990, 68.8 percent of African American men, ages 20 to 24, were in the labor force, as compared to 77.9 percent of their white male peers.
  — In the same year, 83.0 percent of African American men, ages 35 to 44, were in the labor force, as compared to 85.9 percent of their white male peers. (Bureau of Labor Statistics 1991).
- The majority of African American women work for a living. In fact, the total Black female labor force participation increased by 11.9 percent between 1980 and 1990, compared to an overall 12.0 percent increase for their white female peers.
  — In 1990, 63.2 percent of African American women, ages 20 to 24, were in the labor force, as compared to 71.7 percent of their white female peers.
  — In the same year, the percentage of African American women, ages 35 to 44, in the labor force was higher (79.0 percent) than that of their white female peers (76.6 percent.) (Bureau of Labor Statistics 1991).
- By the same token, in 1990 14 percent of Black families had annual incomes $50,000 and over; 29 percent had annual incomes $25,000 -$49,999; 31 percent had annual incomes of $10,000-$24,999. (Bureau of the Census 1990).
- African Americans have a successful business tradition and experience as managers and entrepreneurs. Between 1982 and 1987, the number of Black owned firms increased by 37.6 percent, from 308,260 to 424,165. The number of employees of these firms increased by 81 percent, from 121,373 to 219,685. Their annual payrolls increased by 191.3 percent from $948,108,000 to $2,761,105,000.(U.S. Bureau of the Census 1982, 1987).
- In 1990, the top 100 African American Industrial/Services Companies employed 33,300 persons and had total sales of $4.3 billion. (Billingsley 1992).
- The U.S. Department of Labor, Survey of Consumer Expenditures data shows that in 1993 African Americans represented a $257 billion consumer market.

The Participation of African Americans in Corporate America

Preparedness:

—Are African Americans Prepared to Participate in Business?

African Americans have always placed high value on education, believing in its power to overcome barriers. Census data show that the number of African Americans enrolled in college rose dramatically from 141,000 in 1960, through that decade when many more opportunities in education opened up to them, to a peak of 785,000 in 1988. Andrew Billingsley reports that by 1981 business and management was the most popular discipline for all Black bachelor's degree recipients, with 13,325 Blacks earning degrees in business and management in that year alone. Surely they, and their counterparts who graduated in other years, have developed their managerial and leadership skills since then. It is evident that there is a pool of African American college graduates and it has increased in the last decade. That is encouraging.

What is discouraging is the finding that equal educational attainment does not guarantee that Black men and women are getting through the glass ceiling or that they are fairly compensated. These findings are supported by Census data, Federal Glass Ceiling Commission research and private studies.

- According to the 12th Annual Status Report of the American Council on Education, entitled *Minorities in Higher Education*, the absolute number of college-educated Black men and women of all ages is increasing.
  - —Between 1982 and 1991, the proportion of the African American population, ages 20 to 44, with four or more years of college increased by 36.2 percent.
  - —In the same period, the proportion of African Americans 35 to 44 years of age completing college increased by 52 percent.
- At the same time, African American men and women are half as likely as white men and women to be college graduates according to the 12th Annual Status Report of the American Council on Education, entitled *Minorities in Higher Education*.
  - —In 1989, Black men earned 4.6 percent (22,363) of the bachelor's degrees awarded to men that year, compared to 84.5 percent (407,142) earned by white men.
  - —In 1989, Black women earned 6.7 percent (35,702) of the bachelor's degrees awarded to women that year, compared to 84.7 percent (452,557) earned by white women.

Equal educational attainment does not guarantee that Black men and women are getting through the glass ceiling or that they are fairly compensated.

African Americans of both genders are less than half as likely to be represented in top positions in most industries as would be expected from their proportion in the total population.

- The American Council on Education 12th Annual Status Report, shows a similar pattern at the master's degree level.
  - —In 1989, 3.5 percent (5,200) of all master's level degrees awarded to men went to Black men and 73.5 percent (109,184) went to white men.
  - —Also in 1989, 5.5 percent (8,876) of all master's level degrees awarded to women went to Black women and 82.6 percent (132,423) went to white women.
- Furthermore, the report shows that as college costs increase, the gap between African American and white 20 to 29 year-olds who complete college also increases. Between 1982 and 1991, the proportion of African Americans 20 to 29 years of age completing four or more years of college *decreased* by 6 percent, while the proportion of their white cohorts completing college *increased* by 13 percent.
- Black men and women with college degrees are more likely to be in executive, managerial, and administrative positions than are Black men and women without degrees. That is not surprising. What is surprising is that the pattern for white women indicates a nearly equal proportion of white women with only high school educations in the same top positions as are Black men and women with college degrees. This suggests that equal educational attainment does not level the playing field for Black men and women.
- Black women are underrepresented in private sector administrative, executive and managerial positions for each educational level. Black and white women continue to be underrepresented in these positions despite their college degrees. White men are overrepresented in top positions regardless of education level. **Table 1** presents the data.
- **Table 2** demonstrates that white men have 68 percent more of the executive, administrative, and managerial positions than should be expected at this educational level—all things being equal. This table illustrated that white men are over-represented in top positions regardless to educational levels. Black women are the most underrepresented group in executive, administrative, and managerial occupations for each educational level, when compared to Black men and white non-Hispanic men and women.

TABLE 1
EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL OCCUPATIONS BY RACE*, EDUCATIONAL ATTAINMENT, AND SEX, 1990

Degree	Percent in Occupations			
	White		Black	
	M	F	M	F
Less than a high school diploma	63.5	28.9	4.6	3.0
4 years of high school	49.5	46.1	1.9	2.5
1 to 3 years of college	55.2	38.8	2.7	3.2
4 or more years of college	67.5	26.6	2.9	3.0
TOTAL EXECUTIVES, ADMINISTRATORS, AND MANAGERS (Blacks and whites only)*	59.8	34.7	2.6	2.9
TOTAL EMPLOYED (Percent of Blacks and whites employed in ALL occupations)	47.7	38.5	5.0	5.2

NOTE: Of all white male executives, administrators, and managers, those with: less than a high school diploma compose 3.5 percent of the total; 4 years of high school compose 22.0 percent of the total; 1 to 3 years of college compose 21.3 percent of the total; 4 or more years of college compose 53.1 percent of the total.

Of all white female executives, administrators, and managers, those with: less than a high school diploma compose 2.8 percent of the total; 4 years of high school compose 35.4 percent of the total; 1 to 3 years of college compose 25.8 percent of the total; 4 or more years of college compose 36.1 percent of the total.

Of all Black male executives, administrators, and managers, those with: less than a high school diploma compose 5.8 percent of the total; 4 years of high school compose 19.6 percent of the total; 1 to 3 years of college compose 23.7 percent of the total; 4 or more years of college compose 51.3 percent of the total.

Of all Black female executives, administrators, and managers, those with less than a high school diploma compose 3.5 percent of the total; 4 years of high school compose 22.8 percent of the total; 1 to 3 years of college compose 25.4 percent of the total; 4 years or more years of college compose 48.0 percent of the total.

* Race = Blacks and whites only

Source: 1990 Bureau of the Census, PUMS File 95% Confidence Interval
Source: The Impact of the Glass Ceiling on African American Men and Women.
Source: Congressional Black Caucus Foundation's Institute for Policy Research and Education Prepared for the Glass Ceiling Commission.

TABLE 2
PERCENT OF EDUCATIONAL LEVEL OF RACIAL GROUPS COMPARED TO PERCENT OF RACIAL GROUPS IN EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL OCCUPATIONS, 1990

Degree	White		Black	
	M	F	M	F
Less than high school diploma	37.7	42.0	7.5	8.8
4 years of high school	38.4	47.6	5.1	6.1
1 to 3 years of college	41.9	53.2	4.4	6.0
4 or more years of college	48.3	39.9	2.7	3.4
Ratios: % in Top Positions/% in Educ. Category				
Less than high school diploma	1.68	0.68	0.61	0.34
4 years of high school	1.30	0.97	0.37	0.41
1 to 3 years of college	1.35	0.73	0.61	0.53
4 or more years of college	1.40	0.67	1.07	0.88

Source: 1990 Bureau of the Census, PUMS File 95% Confidence Interval
Source: The Impact of the Glass Ceiling on African American Men and Women.
Source: Congressional Black Caucus Foundation's Institute for Policy Research and Education Prepared for the Glass Ceiling Commission.

*White men have 68 percent more of the executive, administrative, and managerial positions than should be expected at this educational level—all things being equal.

Placement and Opportunity:

—Where are African American Managers?

—What are the Opportunities Available to Them?

Most of the CEOs interviewed as part of a Federal Glass Ceiling Commission study maintained that executive-level African Americans are hard to find in Corporate America.

- Executive, administrative, and managerial advancement opportunities for African Americans are disproportionately in the government sector (local, state, and federal) and in the non-profit sector (non-government agencies in health, social welfare, education, legal services, professional services, membership organizations and associations, and libraries, museums, and arts organizations.)
- Although African Americans comprise 12 percent of the total population, African Americans of both genders are less than half as likely to be represented in top positions in most industries as would be expected from their proportion in the total population. Data on total employment in top categories in all private sector industries indicate that Black men and women comprise less than 2.5 percent of those who have risen above the glass ceiling.

According to the 1990 Public Use Microdata (5%) Sample files, data on executive, administrative, and managerial representation in major industries by gender, race and ethnicity presented in Table 3 (following) shows that in 1990:

- Black men held only 2.3 percent of the executive, administrative, and managerial jobs in all private sector industries; they held 3.9 percent of these jobs in the public and private sectors combined.
- Black women held 2.2 percent of the executive, administrative, and managerial jobs in all private sector industries; they held 4.6 percent of these jobs in the public and private sectors combined.
- Private sector industries that showed the most progress in promoting Black men to executive, administrative, and managerial positions were—
  - —communications (3.7 percent)
  - —business services (3.5 percent)
- Those industries in which Black men had made the least progress were—
  - —wholesale trade (1.2 percent)
  - —other professional services (1.2 percent)
  - —manufacturing (1.6 percent)
  - —construction (1.9 percent)
- Private sector industries that showed the most progress in hiring and promoting Black women to executive, administrative, and managerial positions were—
  - —communications (4.9 percent)
  - —insurance (3.0 percent)

Black men with professional degrees in these top positions earn only 79 percent of the income of white men with the same degrees and positions.

- Those industries in which Black women had made the least progress were—
  - —construction (0.3 percent)
  - —wholesale trade (0.3 percent)
  - —business services (0.5 percent)
  - —manufacturing (0.9 percent)
- Black men have been more successful than Black women in gaining executive, administrative, and managerial positions in business services, construction, entertainment, manufacturing, personal services, transportation, and wholesale trade. When industries that are heavily influenced by public sector employment are excluded, the only industry in which Black women have been more successful than Black men in gaining top positions is communications.

A 1990 *Business Week* profile of the chief executives of the 1000 most valuable publicly held U.S. companies showed that the critical career path for senior management positions in Corporate America historically has been finance, marketing, or operations—those areas that are likely to be directly related to a corporate bottom line. Therefore, it is significant that African American men and women are underrepresented in finance, marketing, and operations.

- Research indicates that African Americans are not in the functions that lead to the top.
  - —Like white women and minorities other than Blacks, African American managers (men and women) are concentrated in staff functions rather than line positions.
  - —African Americans who are at the professional and managerial levels in major mainstream corporations are clustered in the areas of community relations, public relations, personnel and labor relations, and affirmative action/equal employment opportunity areas.

TABLE 3
EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL OCCUPATIONS FOR MAJOR INDUSTRY CATEGORIES, BY RACE AND SEX, 1990

Industry	Percent in Occupations							
	White		Black		Hispanic		Asian	
	M	F	M	F	M	F	M	F
Banking	44.8	37.6	2.6	2.6	3.4	5.0	1.8	2.6*
Business Services	51.6	32.8	3.5	0.5	5.2	3.2	1.7	1.2
Communication	47.6	36.6	3.7	4.9	3.3	1.8	1.6	1.6
Construction	74.6	15.6	1.9	0.3	1.7	0.9	0.3	0.3
Education/Elementary	35.4	45.3	3.5	4.3	2.7	5.5	0.8	0.8
Education/College	38.4	48.3	1.6	4.5	0.8	2.9	1.6	0.8
Entertainment	50.2	38.1	2.5	1.0	4.1	1.5	1.5	—
Health Services	16.2	66.7	1.3	2.5	1.6	4.4	—	0.9
Hospitals	29.9	50.2	2.1	4.6	4.6	4.6	1.7	1.7
Insurance	44.0	40.7	3.2	3.0	2.0	4.2	0.5	1.7
Manufacturing	62.9	23.3	1.6	0.9	2.8	2.0	2.3	0.9
Personal Services	41.3	40.4	3.4	2.5	4.3	2.8	2.5	1.9
Public Admininistration	47.5	31.9	3.6	4.8	5.2	3.6	0.6	1.3
Retail	41.7	39.1	2.3	2.6	4.6	4.3	3.5	1.7
Social Services	16.4	65.6	3.1	7.2	1.0	3.6	0.5	0.5
Transportation	58.4	25.6	2.4	1.0	6.1	3.4	1.7	0.3
Utilities	71.9	17.2	3.1	0.8	3.1	0.7	—	0.8
Wholesale	53.4	36.2	1.2	0.3	2.7	2.1	2.4	1.8
Other Prof.	52.8	37.8	1.2	1.6	1.9	1.9	1.9	1.5
TOTAL (All Private Sector Industries)	49.4	35.9	2.3	2.2	3.5	3.1	1.7	1.2
Total Employed (Public and Private Sector Industries)	39.8	36.3	3.9	4.6	6.4	5.0	1.5	1.3

*Data does not always add up to 100.0 percent due to rounding errors.
Source: 1990 Bureau of the Census, PUMS File 95% Confidence Interval
Source: The Impact of the Glass Ceiling on African American Men and Women.
Source: Congressional Black Caucus Foundation's Institute for Policy Research and Education
Prepared for the Glass Ceiling Commission.

This table provides a distribution of the percent composition of each of the four racial groups for each industry category. African Americans remain underrepresented in the executive, administrative, and managerial occupations in every single industry category.

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Compensation:

—How are African American Managers Being Compensated?

Human capital theory suggests that individuals are rewarded in their current jobs for their past investment in education and training. By this reasoning, individuals with comparable education, training, and experience would achieve similar levels of career success. The research indicates that race and gender affect the evenhanded application of this theory. (Congressional Black Caucus Foundation's Institute for Policy Research and Education 1994). Equal educational preparation and job experience do not lead to equal advancement for African American women and men—both groups continue to lag behind white non-Hispanic men and women.

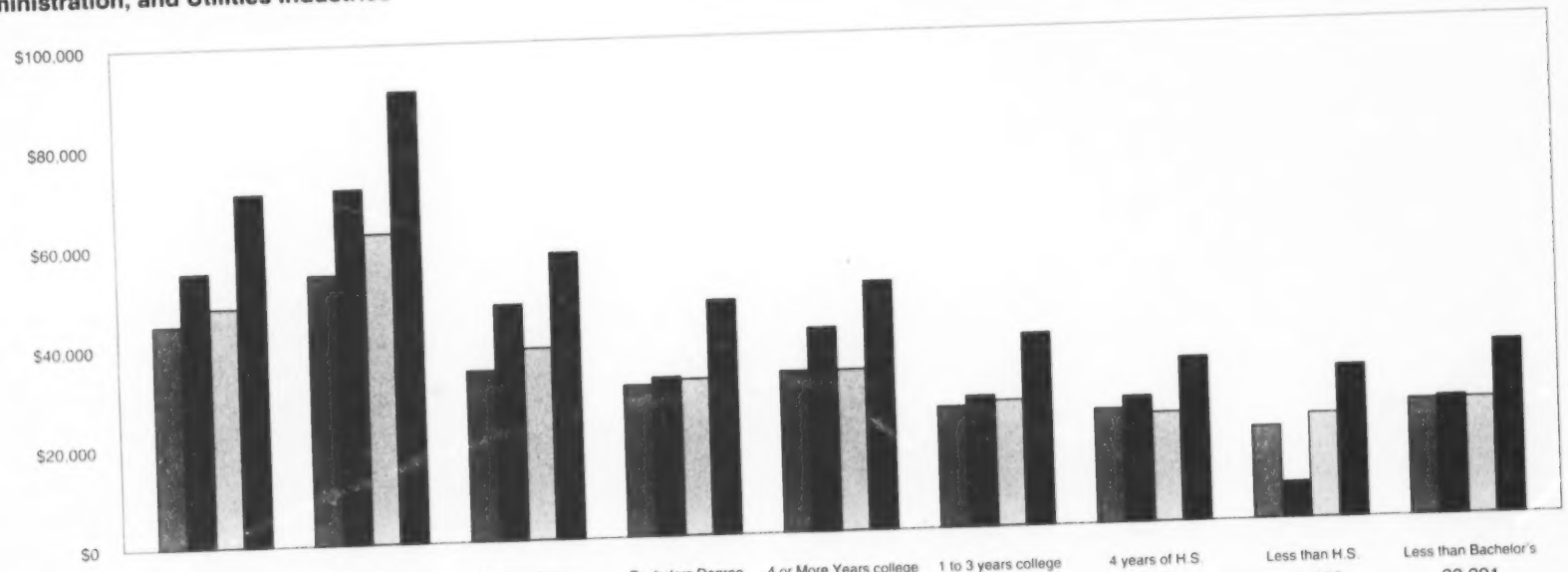
An analysis of 1990 PUMS file prepared by the Congressional Black Caucus Foundation's Institute for Policy Research and Education shows that the average pay of white men in executive, administrative, and managerial positions is higher than the average pay of white women, Black women, or Black men at the same educational and occupational levels. Even among those with professional and doctoral degrees, white men, on the average, earn substantially more.

For example, as the following table shows, Black men with professional degrees in these top positions earn only 79 percent of the income of white men with the same degrees and positions; Black women earn only 60 percent of the average salaries earned by their white male counterparts. It appears that they are either not getting the very top jobs in these categories or, if they are in top positions, they are not being rewarded equally.

TABLE 4
EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL OCCUPATIONS BY RACE*, EDUCATION ATTAINMENT, INCOME, AND GENDER

(PRIVATE SECTOR ONLY)

Private Sector refers to Business Services, Communications, Construction, Entertainment, Manufacturing, Public Administration, and Utilities Industries



	Doctoral Degree	Professional Degree	Masters Degree	Bachelors Degree	4 or More Years college	1 to 3 years college	4 years of H.S.	Less than H.S.	Less than Bachelor's
Black Female	44,230	54,171	34,006	30,584	32,452	24,262	22,732	18,629	23,291
Black Male	54,741	71,114	47,234	32,001	40,939	26,027	25,534	7,203	23,947
White Female	47,876	61,995	38,391	31,338	32,332	25,195	22,015	20,876	23,230
White Male	70,414	90,610	57,371	47,181	50,052	38,588	33,074	30,275	34,862

This table illustrates the educational attainment level for African Americans and whites. Even when one secures an executive, administrative, or managerial occupation, black men, white women, and black women in these positions earn substantially less than do white men.

*Race=Black and White only

Source: 1990 Bureau of the Census: PUMS file; 95% Confidence Interval
Source: The Impact of the Glass Ceiling on African American Men and Women Prepared for the Glass Ceiling Commission
Source: Congressional Black Caucus Foundation's Institute for Policy Research and Education
Prepared for the Glass Ceiling Commission

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TABLE 5
EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL OCCUPATIONS BY RACE,* SELECTED INDUSTRY, MEAN INCOME, AND SEX, 1990

(Private Sector Only)

Industry	Mean Income				Ratio Black/ White Male	
	White		Black			
	M	F	M	F	M	F
Business Services	$45,560	$29,037	$36,338	$29,037	79.7	63.7
Finance, Real Estate & Insurance	59,240	29,366	34,299	32,286	57.9	54.5
Manufacturing	58,366	31,662	48,152	38,055	82.5	65.2
Retail	36,439	23,540	22,592	21,863	62.0	60.0
Transportation	50,677	38,768	39,275	39,275	77.5	77.5
Wholesale	58,283	29,125	25,819	—	44.3	—
Other Profession	51,024	26,773	22,808	21,124	44.7	41.4

Source: Bureau of the Census, 1990 PUMS File, 95% Confidence Interval
Source: The Impact of the Glass Ceiling on African American Men and Women.
Source: Congressional Black Caucus Foundation's Institute for Policy Research and Education Prepared for the Glass Ceiling Commission.

*Analysis of 1990 PUMS data files also shows that income deficits for Blacks in top positions compared to white men in top positions vary among industries. This table shows, Black men and Black women in top positions in the finance, real estate, and insurance industries earn on average about half the income of white men in these industries, and Black men and women in top positions in the wholesale trade and business services industries average less than half the salaries of white men in these industries' top positions.

IN SUM

Public hearings, private studies, CEO interviews, African American male executive focus groups, and other research contracted for by the Federal Glass Ceiling Commission, indicate that the major barriers to the advancement of African Americans in business are these:

- The disproportionately small pool of African Americans with the educational credentials required for senior management positions.
- Recruitment practices that overlook or do not identify African Americans with the required credentials.
- Stereotypes that African Americans are not suited for leadership positions.
- Prejudice and bias that makes white middle-level managers reluctant to promote African Americans.
- Exclusion from informal communication networks.
- Reluctance of white managers to mentor African American men or women.
- Lack of career counseling and exclusion from career ladders.
- Lack of equal access to assignments that provide key career experiences.
- Lack of equal access to assignments that provide visibility and interaction with senior managers.

"MORE THAN GLASS" AMERICAN INDIANS (Members of Sovereign Nations)

American Indians are poor in material goods and wealthy in undeveloped assets.

GENERAL BACKGROUND

Native American and *Indian* are designations for the indigenous peoples who inhabited the Western Hemisphere when the Europeans arrived. Just as with other races and ethnicities, it is misleading to consider American Indians as a one big group. The U.S. government recognizes more than 298 Federal reservations, 4 Federal trust land areas, 217 Alaskan Native Village Statistical Areas, and 17 Tribal Jurisdiction Statistical Areas in Oklahoma. In addition, there are 12 state reservations. The size of state and federal reservations range from holdings as large as the State of Virginia to small plots of no more than several acres. Indian tribes speak more than 200 languages. Other aspects of their cultures differ as much as their languages do.

What American Indians do share is a unique political status as members of sovereign nations. The U.S. government entered into treaties with the sovereign Indian nations and has trust responsibility for them. Administration of the trust is lodged in the Department of Interior and the policy of the Bureau of Indian Affairs is determined by Congressional committees.

American Indians are the only people under the Interior umbrella. Because the situation of American Indians is so unique and so unfamiliar to most other Americans, a very brief history follows so that the status of American Indians relative to the glass ceiling and their feelings about it can be better understood.

Overall, American Indians are poor in material goods and wealthy in undeveloped assets. One Indian leader has described them as *"land rich and dirt poor."* It is estimated that 80 percent of the country's untapped natural resources belong to Indian trusts. Some American Indian leaders say that their lot would be easier if they were simply impoverished and not in possession of things others need and want: water, land, coal, oil, gas, timber, minerals, and fish. U.S. Indian policy from the beginning when Indians were called "savages," was designed to acquire Indian land and resources and to destroy tribal society. Later strategies, such as the establishment of Bureau of Indian Affairs, Indian boarding schools that removed American Indian children from their families, and the termination of tribal land holdings under the 1887 Dawes Act, devastated life in many tribal communities.

A 1928 report of a Federal investigation revealed a number of serious abuses that had weakened American Indian cultures, damaged the health of their people, and eroded their land base. (For example, through the implementation of the Dawes Act, popularly known as the "Allotment Act," American Indian tribes and individuals lost 90 million of the 138 million acres that the tribes and bands had retained under peace treaties with the United States.) Not until 1934 was Indian policy radically changed by the Indian Reorganization Act. The cornerstone of that legislation was federal re-recognition of the sovereignty of Indian tribes that ended efforts to destroy Indian language and culture. Since that time, "Indian policy" has had its ups and downs, but American Indian leadership has fought steadfastly for self-determination and the retention of land and treaty rights.

Most American Indian tribes are still struggling to overcome attempts at forced assimilation. To American Indians, the Indian wars of the nineteenth century are not a matter of ancient history or television entertainment. Until recently, American Indian survivors of these wars had recounted their experiences to current generations just as former African American slaves had recounted their experiences to their children and grandchildren. Coercive efforts at assimilation and an institutional system that often disregarded both the culture of the tribes and the cohesion of American Indian families have shaped American Indian perceptions of the majority society. Many American Indians are suspicious of whites. Given the prejudicial treatment to which the average American Indian has been exposed in "Indian country," it is hardly surprising.

American Indian leaders point out that many Indian people have no interest in entering Corporate America. Indian leaders estimate that half of the Indians who earn MBAs or equivalent degrees are employed with Indian tribes or ventures. For example, one hundred percent of those who earned MBAs through the First Nations Scholarship Fund have returned to reservations to dedicate their skills and talent to Indian people. (Bureau of the Census 1992). The overall number, however, is small. In 1990 only 3,277 American Indians 18 years of age and over had earned graduate degrees of any kind.

Generally, CEOs do not think about American Indians as candidates for management jobs. The American Indian men and women who participated in the focus-group research expressed dismay at the general population's ignorance of their history and status as sovereign nations. They confirmed the CEO perception that few are in the ranks of corporate management, and described the barriers they confronted which included clashes of cultures and values. The stereotypes of American Indians that emerged from Commission

In 1990 only 3,277 American Indians 18 years of age and over had earned graduate degrees of any kind.

research are negative. They distort perceptions of the suitability of American Indians for business leadership.

THE PERCEPTIONS

How CEOs Perceive The Glass Ceiling And American Indians:

Only one CEO in the Glass Ceiling Commission survey mentioned American Indians. He recalled hiring one in a professional position. Although there have been some senior managers in the private sector, American Indians are, for all practical purposes, invisible at the top management level in that sector.

How American Indian Men and Women Perceive the Glass Ceiling:

> *"The glass ceiling is that thick!"*
>
> [Holding hands a foot apart.]

> *"It's more than glass. It comes from lack of knowledge , as you've been hearing here, and it comes from the entrenched group of people that are in positions at certain levels and they pick and choose . . . about how decisions are made . . . so you can get to a certain level and that's it!"*

Within almost every Indian culture there exist strong oral traditions that bind the generations

together. The oral tradition binds and links Indian societies. In order for non-Indians to understand Indians it is fundamental that Indians tell their own story. The written word cannot capture the rich experience of the oral tradition or the systematic bonding of generations to generations. Their content and perceptions about Corporate American have to be heard in their own words to be understood. It is for this reason that the report includes extensive quotes from the oral focus panel discussions of what the American Indian participants said.

Here is what the American Indian men and women who participated in the focus groups told us.

The "Minority" Label

Focus group participants declared the term "minority" to be incorrect and offensive when referring to American Indians and suggestive of inferiority when applied to anyone. They view it as a convenient term for others to use who do not consider themselves "minority." They interpret the word, whether it is number-based or color-based, as putting people in a lesser position.

> *"It's easier for someone else to come up with this nomenclature, whatever you want to call it, so that they can aggregate or disaggregate."*

"When people hear the term 'minority' they think of racial minorities or numbers, they're in the minority number-wise . . . they're less in numbers and fall into a racial category."

"I think they take a look at you and just like they do a whole lot of people and anybody who is recognizably of color or feature-wise, they assume you're probably in the minority. And there's that term again. Because that's how they've classified people in this country."

"If you're going to say Euro-Americans, they all came as Italians, Polish people, and all of that, Germans and all, but they're not called minorities. Or are they? No. So, why is it only people of color usually? And women."

"On the diversity committees, they put all the minorities together . . . one of each . . . you always sing to the choir, and it never gets out beyond that . . . If you keep the minorities busy, in their little meetings and everything, maybe they'll leave the rest of these guys alone."

"When the minorities are always placed together in these diversity things, and they have to figure everything out, even though they're not the problem, the problem is some other place, then it becomes kind of competing for resources . . . so it's always putting things in a way that will maybe even create some negative things."

The "Native American" Label

Focus group participants also rejected the "Native American" label. Their comments and explanations include the following:

"No offense, but that's the wrong term. Everybody's a Native American that's second generation whether you're coming from Africa or from Ireland—we're American Indians."

". . . that's 'P.C.' [politically correct] *in Washington."*

"Native American can be very inclusive. Even though American Indian is a misnomer, it's been around a lot longer than Native American. . . [We] *kind of like it."*

The Ceiling Itself

Focus group participants believe that the glass ceiling is lower for American Indians than for other groups. Furthermore, they believe that it stems from lack of knowledge on the part of

"It connotes less than able, less than willing, less than something. It's always less than something . . . needing special treatment and special care and unable to make it without special help."

Focus-group participants believe that the glass ceiling is lower for American Indians than for other groups.

non-Indians, many of whom rely on stereotypes. This, in turn, forces American Indians into the burdensome and never-ending role of educator.

"The image is 'not qualified,' so we get stuck lower sooner and the glass is thicker."

"Few of us even get that opportunity."

"It depends on how white you look."

"And how male you look."

"As far as the glass ceiling, here again, I've never had a problem as a woman, it's always because people didn't like my brown skin, because I was American Indian."

"You're not going to keep trying to bash and break a ceiling that's so thick. You sort of acquiesce and move on to something else—or get creative . . . There are some of us who can run circles around some of the people who are making decisions and who do it as well or better but it's not ever going to be an opportunity."

"The glass ceiling is at a lower level. It confronts you—[you] butt up against it sooner in business and in government . . . you encounter it faster than other groups of people, if you're a Native woman versus an Anglo woman, you will probably hit it faster and get stuck at a lower level . . ."

"It is a perpetual education process. . . people are so ignorant of the real facts."

"We are one percent of the population—and it is our task to educate the other 99 percent?"

"We need to put out more information. We have to re-educate our male society. . . . American Indians have to spend full time educating. Same thing with the glass ceiling for women."

Glass Ceiling Impact on Jobs and Careers

". . . had to work harder to prove themselves . . . not just a Native American or American Indian problem, I think it's for anyone that comes from a diverse community that's not part of what mainstream Corporate America or mainstream Federal America sees, which is a predominantly Anglo white-male environment. They tend to have

to work harder, in my opinion, in my research, to get in, to be successful, to keep turf they've claimed, and to move up."

"I found that it was very difficult being not only a woman but also being an Indian woman, for them to take me seriously. So, I would circumvent that by getting my ideas put across by a male . . . then it was taken seriously."

"They tend to put you in the equal opportunity program or something like that and you don't have the opportunities to move around in other places in the workplace."

"Because I was the only American Indian in that agency, I didn't have anybody at higher positions to really always support me. . . . If you really want to, at least in the present systems, to get ahead, you really have to know higher people to—why I don't get the assignments so you can develop different skills . . . "

"I believe that I've never been prejudiced against because I was a woman. I've been prejudiced against very often because I was an Indian."

The focus-group participants also identified four issues that are relevant to their status in America and their participation in Corporate America. The issues are —the unique legal status of American Indians as members of sovereign nations, their holy days and religious obligations, the culture conflict between traditional values and perceived corporate values, and their ties to their communal land base. The statements that follow are drawn directly from the focus-group discussions.

Unique Legal Status as Members of Sovereign Nations

"In the sense of protocol, it would be Federal government, tribal government, state government, local government . . . the minute you leave the res your status is different"*

"American Indians (not Native Americans) have dual citizenship in the United States and in their own nations. So, I think something like that should be understood."

"The United States deals with Indians because of sovereignty, not because they're minorities, and that's the way it

*res = reservation

should be, because it's been a long, hard struggle, to say that we have that right. We're governments and we can petition another government—that's the U.S. government—because we have the right to do that."

"We try to get away from reference to Indian people as minorities because it's a government-to-government sovereign-nation distinction which is unique among all groups of people within the continental U.S. and elsewhere."

"In California, the cities, some counties, refer to Indians as 'the minority of minorities.' We always make it a point to say, 'That's how you view us, but in reality we are going out of the minority, we are the first Americans, we are American Indians and we have a special relationship with the government.'"

"A lot of people don't know, for example, that there are Indian courts, our own court system. . . an issue they're not used to, because they're used to state courts or municipal courts."

Holy Days

"Our first education at home from our cultures is our spiritual education, our religious education. We're not going to preschool, or Montessori school, or kindergarten, we're going to Sunday School and churches or whatever religious classes. . . .There has to be room for understanding—respect."

"When you're talking about the holy days and ceremonial days in Indian country, where schools cannot operate because the tribe has decided they have to have everyone in the family, from the smallest baby to the oldest man, doing these full day ceremonial dances, ***which are prayers****—and we all come from different religious backgrounds and we all have different holy days."*

"Because I'm not of the Christian persuasion, when I need time off for midwinter ceremonies, unlike people who celebrate Christmas and get Christmas-time off, I would rather trade those days for midwinter ceremonies and use sick or annual time to attend ceremonies, but that's more important to me."

". . . the idea of having to maintain your culture and be responsible to your own people as well as to your boss—who's got an 8-to-5 schedule, 40 hours a week, Monday to Friday, who takes Christmas off, Thanksgiving, Martin Luther King Day, Presidents' Day. He doesn't understand your honoring the seasons, or you have to cut pine branches on a certain day to prepare while you dance for a full day. If you're a San Juan Pueblo, on, say, the 26th of December—you've done for 400 years and the men dance all day long. If that happens to be on a Tuesday, that doesn't fit, you've got that dance responsibility and your job responsibility and I think there's got to be an understanding of how we can fit together. . . They are separate nations with a great, distinct culture."

Culture Conflict Between Traditional Values and Perceived Corporate Values

"I think of it [Corporate America] *as a money-driven organization that exploits resources and does not conserve them, which runs counter to the values of Indian people, which is to conserve a resource. So, those two values are at loggerheads and will be at loggerheads, until somebody says there are different things out here that are more important than money."*

"We're not brought up to think in those terms—our parents didn't belong to Corporate America, so that's the last thing we're brought up to think about."

"Our kids are off the reservation. We're giving them that extra option we didn't have—I explain to my children, 'Here's another choice for you.'. . .I did, in fact, send them off to Corporate America."

"Family and community is more important. I was raised to contribute to my community and there was no question about what I was going to do in life. There was no discussion. "

"I saw a poster when I was over in London. It said, 'After you cut down the last tree, after you've killed the last buffalo, after you've poisoned the last stream, it is then that you will realize that you can't eat money.' And that goes back to the values that most Indian people have."

"I think that's an impediment if mainstream society is willing to sacrifice family to climb the corporate ladder—people who come from more traditional, family-centered backgrounds who are not willing to do that —there's a price you've got to pay, you've got to decide if you're going to turn your face from where you come from —to let go of that."

"So when it comes time to go in and get your first real job and you get your corporate uniform, your nice little suit and your pumps and you get your hair-do, and you start doing the things that they tell you in school, this is how you go in and work in Corporate America and this is how you succeed. It doesn't matter that you've played the game and you got good grades and you learned how to do what it is you do. There are some things you grew up not knowing about that it seems everyone sitting around you knows how to do, what to do . . . There are people around me who grew up in that environment, so they were very comfortable with what they were doing. ***Those kinds of things that make you comfortable in that environment are the kinds of things that get you recruited into management programs."***

"Indian people aren't as transient . . . Most people don't want to move away from their communities and so in order to rise in Corporate America you've got to be mobile and if it's a choice between your family and a job, you really have to think. It has to be an ideal opportunity for you to take that chance."

"And I've heard traditional people [from] *a reservation environment, they've walked in two worlds, and done such a good job, then when they go home, they've paid a price—'Are you an apple?' 'Are you to be trusted?' 'Are you an Indian or have you sold out?' There are all kinds of trade-offs."*

"When I think of Corporate America, it's all profit-driven and those are not the values I would promote . . . If it were a bank at home providing a service to people, I would support that, but not for a profit motive. I was not brought up that way."

Ties to the Communal Land Base

"I think that's who we are, American Indians, our own land base and our people. . . . We have very strong ties to that land base wherever it may be and every Indian has that sense of 'I've

never left there, I'm still a part of my community, and everything that I do has to benefit Indian people as a whole or my own tribe' . . . and Corporate Americans don't have a sense of that land base. They have acreage, or property, but ours is different."

"You see, we have the last frontier in America. We have the last piece of clean air. We have the last piece of river that might not be polluted. There's a couple of trees left and Corporate America wants that. Large timber companies would like to get their mitts on that. . . . They can't take National Park Service resources, they can't take Bureau of Land Management resources, they're waiting to get at Indian America."

"It's wonderful because it's generational. We're hundreds and hundreds and hundreds of years old. Our families go back a long way and we're happy. . . . That land base belongs to us. It's ours. It's communal. It's held in trust for us. The U.S. government said, 'It's yours.' And, it shrinks daily . . . . It hacks at our sovereignty. . . . There's a glass ceiling threat to our very essence as a people."

What are the Stereotypes about American Indians?

American Indians are subjected to discrimination and prejudice in the regions of the country in which they are concentrated. In these areas they are frequently viewed as threats: *as irresponsible drivers/ drunken/* and *lazy members of the welfare ranks.* Discrimination in housing, jobs, accommodations, and schools are part of life for many American Indians who live off reservation.

A paper commissioned by the Glass Ceiling (prepared by a consortium of scholars, Keith James, Chris Lovato, Willie Wolf, and Steve Byers entitled, *Barriers to Workplace Advancement Experienced by Native Americans*) showed that studies of non-Indian views of American Indians found that "Indians" were considered to be *most deficient in the appearance and assertiveness deemed necessary for management.* American Indian men are considered *more physical than mental—given to risky behavior that is not consistent with the presence and control needed for managerial positions.*

The stereotypes of American Indians are reflections of the two ways most non-Indian Americans are exposed to American Indians.

First, many non-Indians see or read in the media about American Indians who have suffered sustained poverty, lack of adequate education, lack of jobs, attacks on their culture, and lack of hope.

These individuals perceive all or most American Indians as dysfunctional people.

Second, most non-Indians are affected—consciously or unconsciously—by Hollywood "Indians," the ones who endlessly rode down buttes to attack the white settlers' wagons that were drawn in a circle. These individuals perceive American Indians as "the bad guys."

As one participant in the American Indian focus groups said,

> *"I hate to repeat them . . . alcoholism, the jokes about Indian time, lack of educatio. . . .There's just a whole series of negative tags that have been perpetuated in movies and in the media about native peoples in general. First, we have to overcome that. . ."*

Few white Americans have any accurate knowledge about the history of American Indian/white relations and even fewer have had the opportunity to appreciate the strength and perseverance it has taken the Indian nations to survive. Few non-Indians are familiar with the formal and informal American Indian leaders—men and women—who have struggled to preserve the culture and dignity of their people over generations of deprivation.

Stereotypes and Barriers

The American Indian men and women who participated in Glass Ceiling Commission focus groups perceived stereotypes as barriers to opportunity and advancement in Corporate America and discussed the role of stereotypes in erecting corporate barriers. In their words:

> *"It starts with all of these misconceptions . . . it filters down. You can see that it does get worse when it gets down to the individual level in the workplace, and the barriers are both in Corporate America and I would think in the Federal Government."*

> *"They think that Indian people are very poor, that they have nothing, the concept that is portrayed."*

> *"Buckskin and feathers . . . I looked at this poster and I thought, that's really nice, the only person in traditional dress was the Indian—why is this person the only person in traditional dress . . . Why don't you have this Black person dressed possibly in their garb from Africa? And this Latino? You know, Indian people do dress just like everybody else dresses, too . . . We are contemporary. Am I dressed in buckskin to attend this meeting?"*

"The movies tend to reinforce that."
"No expectation for [American Indian] *employees to succeed."*

"There's not in some cases that expectation for [American Indian] *employees to succeed."*

"Unfortunately, in this society, they want everybody to be alike. They want everyone to get in to a certain stereotype that they have of a lot of different people."

"The challenge . . . to break down stereotypes. . . . I made a promise to an elder that I would try to open up doors of opportunity for others. . . breaking down stereotypes is a big deal to me. Maybe if I could get in, sharing with others . . . that was sort of the motivation for working in Corporate America, if you could get your foot in the door, and did well, not to fill a quota, because if you were not qualified, you would not succeed and that would slam the door in the face of any future applicant from the native community or Hispanic or any other community . . ."

"There's an expression I've heard, I'm very uncomfortable with it, about Native peoples as being the 'shadow culture.' . . . It used to be the only time we were portrayed in movies and press was when something bad happened, the negative image of a people who can't control their own destiny. Corporate America might see that and think, well, if they can't even survive in their own communities we're going to inherit all these problems? . . . It's constantly an education process . . . so heaven forbid you don't do a good showing because then you've shot down the rest. It's a burden."

THE REALITY CHECK:
Perceptions and Stereotypes -Versus the Facts

The Basic Facts

- It is estimated that there were 5,000,000 indigenous people on the continent when the white man arrived. By the time "the West had been won," 250,000 survivors remained within what is now the borders of the contiguous 48 states.
- The American Indian population is one of the fastest growing groups in the United States. The 1990 Census reported that the population totaled 2 million.
- Bureau of Indian Affairs (BIA) data reveal that in 1991, 1,001,441 American Indians lived within its jurisdictional areas on reservations or adjacent lands. This makes American Indians a very rural population.
- Bureau of the Census data showed that in 1990, 402,827 American Indians resided in ten urban areas: Los Angeles, Tulsa, New York, Oklahoma City, San Francisco, Phoenix, Seattle/Tacoma, Minneapolis, Tucson and San Diego, each of which has American Indian populations exceeding 20,000. In 1990, more than 500,000 plus American Indians lived outside BIA jurisdiction in other urban or rural areas. Significant numbers of American Indians move frequently to and from Indian lands which makes it difficult to pin point the exact percentages of on- or off-reservation residency.
- American Indian leaders often describe reservation communities as underdeveloped countries as evidenced in the following statistics.

— The Bureau of the Census 1990 publication, *Social and Economic Characteristics: American Indians and Alaskan Natives Areas*, indicated that annual per capita income on the ten largest reservations ranged from $3,113 to $4,718; that 56 percent of American Indian households earned less than $15,000 per year.

— There are wide variations in the American Indian unemployment rate data from one place to the next. In general, unemployment is substantially higher in reservation areas than anywhere else. In 1990, the overall unemployment rate for Indian workers nationally was 14.4 percent. According to the Indian and Native American Employment and Training Coalition, the unemployment rate for Indian workers within the boundaries of federal reservation and trust land areas was 25 percent.

— The American Indian population suffers from the highest incidence of alcoholism, tuberculosis, and suicide of any ethnic group in the United States. (James 1994).

The Participation of American Indians in Corporate America:

Preparedness:

—Are American Indians Prepared to Participate in Corporate America?

The data on educational attainment show that few American Indians are prepared for private sector management positions.

- The Department of Education reports that the high school drop out rate of American Indians is 36 percent, the highest overall dropout rate of any ethnic or racial category. It is especially high among youth who attend the BIA boarding schools. Culture conflict is often cited as the cause.
- The educational attainment level of American Indians—including Eskimos and Aleuts—improved between 1980 and 1990 but remains considerably below the level of the total population. Only 9 percent of American Indians in the workforce hold college degrees.
- The 1990 Census reports that 5,899 American Indians 18 years and older have bachelor's degrees, although 34,721 have some college experience. College dropout rates are high, especially among American Indian students who come to college from reservations. Culture conflict is often cited as the major contributing factor to the drop out rate.
- The 1990 U.S. Census also reports that only 3,277 American Indians 18 years or older hold post graduate degrees.

Placement and Opportunity:

—Where are American Indians in Corporate America?

—What Opportunities are Available to Them?

General American Indian Labor Force Trends:

The material well-being of any community rests largely on the shoulders of its working people. If a community's workers have the skills needed to make them productive citizens, the community will have the foundation on which to build its long-term success. If those workers are fully employed at decent jobs, the community will prosper and can prepare its people for positions above the glass ceiling. Earned income from employment is the cornerstone of almost every community's economy.

These factors are true in American Indian and Alaska Native communities as they are in others. It is the labor force in Indian communities that is the bedrock of their economies. However, the way in which the labor force is defined for most Federal statistical purposes—the segment of the population, age 16 and over, that is either in the Armed Forces, employed in the civilian labor force, or actively looking for work in the civilian labor force—is a concept that does not fit the Indian population well. It misses many who are

The high school dropout rate of American Indians is 36 percent, the highest overall dropout rate of any ethnic or racial category.

According to the 1990 Bureau of the Census, only 7,862 American Indians held executive, managerial or administrative positions.

jobless and some who are technically employed but need unsubsidized jobs. The conventional labor force definition also overlooks subsistence and other productive but traditional activities that remain important customs in many Indian communities. Nonetheless, all of the federal data collected through surveys at the individual Indian household level use the standard definition of the labor force in their classification of the working age population.

The key characteristics of the Indian labor force, drawn from the Census counts of 1970, 1980 and 1990, are shown in **Table 6**.

Perhaps the most striking feature of these numbers is the enormous growth they show in the Indian labor force between 1970 and 1990. The raw numbers have increased nearly four times in just two decades.

The labor force growth reflects a sharp rise in the size of the American Indian and Alaskan Native population. Some of this growth comes from those who are now reporting themselves as American Indians on the Census forms. Some is a result of more complete Census coverage of the American Indian population. Some is a product of the fact that the 1970 figures in **Table 6** do not include Alaska Natives, a population which is included in the 1980 and 1990 numbers.

At the same time, the number of American Indians in the labor force has gone up significantly as a result of natural increase—more births than deaths. The labor force increase in each decade is also attributable to the fact that more American Indian people are participating in conventionally defined employment and job seeking activities.

American Indians in Management

According to the 1990 Bureau of the Census, only 7,862 American Indians held executive, managerial, or administrative positions. Little of this employment for men or women was in the private sector and a lack of a clear definition of "private sector" further confuses the picture. Is the executive, managerial, and administrative employment in the private sector on- or off-reservation, or is it in a mainstream company located on a reservation or in a tribal enterprise? As one American Indian expert in economic development pointed out, *"There's a big difference between being a manager at IBM and a manager of the Navajo Jitney Service."*

There does seem to be agreement among knowledgeable American Indians that almost three-quarters of American Indian women managers work in government employment, but once again it is not clear if these women are employed by tribal, federal, state, or local governments. It is frequently stated that these women fill lower-level management jobs in tribal offices, but there are as yet no reliable data.

Regardless of where American Indian men and women are employed, the number of those who are prepared for senior-level management positions in any sector is very low. Little has been done to identify them.

Compensation:

—How are American Indians Compensated?

The small size of the pool of American Indians in business and the general lack of data on American Indians makes it impossible to compare the compensation of American Indian managers with the compensation of other managers in similar positions.

IN SUM

The major barriers to the representation and advancement of American Indians in private sector senior management are these:

- Lack of educational opportunity which drastically reduces the pool
- Lack of attention to the upward mobility of American Indian employees
- Belief, based on bias and acceptance of stereotypes, that American Indians are not able to perform managerial positions in mainstream business
- Preference on the part of some American Indians to devote their talents to reservation economic development or to Indian-owned and -managed businesses that are consistent with their religious and cultural values.

TABLE 6
AMERICAN INDIAN LABOR FORCE TRENDS: 1970-1990

Characteristic	1970* Census	1980 Census	1990 Census
Population Age 16 & over	452,938	1,022,411	1,395,009
In Labor Force	221,733	598,626	865,703
In Armed Forces	7,836	14,147	14,391
Labor Force			
Participation Rate	49.0%	58.6%	62.1%
Civilian Labor Force	213,897	584,479	851,312
Employed	190,233	507,614	728,953
Male	116,467	286,687	388,911
Female	73,766	220,927	340,042
Unemployed	23,664	76,865	122,359
Percent Unemployed	11.1%	13.2%	14.4%
Male	15,308	46,884	70,981
Percent Unemployed	11.6%	14.1%	15.4%
Female	8,356	29,981	51,378
Percent Unemployed	10.2%	11.9%	13.1%

Note: *1970 figures are for American Indian population only.
1980 and 1990 figures are for total American Indian, Eskimo, and Aleut population.

Source: 1970, 1980, and 1990 Bureau of the Census

"THE IMPENETRABLE GLASS" ASIAN & PACIFIC ISLANDER AMERICANS

GENERAL BACKGROUND

Between 1960 and 1990, the Asian and Pacific American population increased from 1 million to over 7 million, making it the racial group with the highest growth rate. The 1965 Immigration Act and subsequent laws are largely responsible for the phenomenal growth which created diverse Asian and Pacific Islander American communities with different national origins, cultural, social, and economic experiences. Yet many Americans are unaware of diversities within the Asian and Pacific Islander American communities and they have even less understanding of their participation or status in the private sector.

In fact, the powerful media image of Asian and Pacific Islander Americans described in the following section about stereotyping has generated a view of Asian and Pacific Islander Americans as "the model" for other minorities. Insofar as this understanding has come to occupy the status of conventional wisdom in the contemporary United States, it has led public policy makers and corporate leaders to lump all Asian and Pacific Islander Americans together and dismiss the idea that they have any problems that require serious attention.

In fact, the U.S. Census disaggregates the Asian and Pacific Islander American community into ten categories and **there are significant differences among them that relate to birthplace, the time and circumstances of their entry into the United States, their educational attainment, their economic status, and the roles they play in the private sector.** Data are aggregated under the term "Asian and Pacific Islander Americans." It has been shortened to "API Americans" in this report. The categories included by the Census in *Asian and Pacific Islanders* are these:

- Chinese
- Filipino
- Japanese
- Asian Indian
- Korean
- Vietnamese
- Hawaiian
- Other Southeast Asian
- Other Asian
- Pacific Islander

The CEO Survey interviews and the Asian and Pacific Islander Male executive focus groups (assembled by the Glass Ceiling Commission), highlight the differences in the views of corporate leaders and the views of Asian and Pacific Islander American executives on the access, status, and upward mobility of Asian and Pacific Islander Americans in corporate America. The CEO interviews mirror the popular view that Asian and

Pacific Islander Americans are the model minority, unaffected by glass ceiling barriers, while the focus groups reveal how Asian and Pacific Islander American men perceive substantial obstacles to their advancement in business. (Unfortunately, there are as yet few reports on Asian and Pacific Islander American women's attitudes.
Observations from community leaders suggest that they encounter a glass ceiling similar to that encountered by Asian and Pacific Islander men. The data support that view (U.S. Bureau of the Census - PUMS 1990). The following section on stereotypes, drawn from the Commission research, explains how even positive labels can turn negative and become barriers to upward mobility in the private sector.

THE PERCEPTIONS

How CEOs Perceive the Glass Ceiling and Asian and Pacific Islander Americans

The overwhelming majority of the CEOs interviewed in the survey commissioned by the Glass Ceiling Commission think of the glass ceiling in terms of women. When reminded that it also affects minority men, almost all interpreted "minority" as African American. In fact, only two of the non-minority CEOs even mentioned Asian and Pacific Islander Americans without being reminded of that group. When asked directly, CEOs answered that they were agreeable to promoting Asian and Pacific Islander Americans to top levels, but only the CEO of an international investment firm said that he was actively seeking them. (Such lack of outreach may help to explain why less than one one-hundredth of one percent of all corporate directorships are held by Asian and Pacific Islander Americans.)

It is not clear whether CEOs do not perceive Asian and Pacific Islander Americans as a minority or whether they simply do not perceive them as being employees with management potential They believe that Asian and Pacific Islander Americans "assimilate" economically and socially with ease.

How Asian and Pacific Men Perceive the Glass Ceiling

The information presented in this section, drawn from comments made by Asian and Pacific Islander American male executives who participated in focus groups sponsored by the Glass Ceiling Commission, indicates that Asian and Pacific Islander Americans feel they are being held back by a glass ceiling. They feel that they are not being treated equitably and they believe that their superior educational achievements and high performance is not translated into access to senior decision making positions.

The "Minority" Label

Like African Americans and American Indians, Asian and Pacific Islander Americans perceive the term "minority" as pejorative. None of the Asian and Pacific Islander American men who participated in focus groups identified themselves as "minority." To them "minority" meant a lack of acceptance or a noticeably different appearance. Although they see striking cultural differences between Eastern and Western cultures, they believe that racially they are considered in the U.S. to be the equivalent of white men. They perceive themselves as smarter and harder working than their white counterparts and are confident that they outperform their white colleagues.

> *"We're not really a minority in the eyes of whites. We are good workers. They want to hire us."*

> *"My perception is that they don't consider us a minority because we've got that positive image. I've been in meetings where they talk about minorities. I'm sitting there with a group of white people and I go to raise my hand, hey, I'm Asian, I'm a minority. They don't consider that."*

The Glass Ceiling Itself

The Asian and Pacific Islander focus group participants agreed that there is a glass ceiling but saw it as much lower for other groups. Although they consider themselves more assimilated and accepted, they recognize that they experience difficulty reaching the top levels of management. Older Asian and Pacific Islander Americans in the focus groups are resigned to look to the future, believing that if they do not rise above the ceiling, their children and their children's children will.

Younger participants expressed greater frustration at their inability to crack the glass ceiling. They see it as a challenge. At present they feel that the image of a non white CEO, even one who is an Asian and Pacific Islander American, does not appeal to Corporate America or the American public, but they are confident that their talent will be recognized and eventually rewarded.

> *"You can put it this way. I see the ceiling and I tried* [to shatter] *it once, twice, a third time. I give up . . . I reach the ceiling, I can see it, I can do it . . . You keep bumping it."*

> *". . . You haven't seen a CEO of a large corporation that's Asian. Most of them may be senior vice president or some of these other rankings. But when you get higher, you fit the image better if you have a white person in charge of that. It appeals to a lot more people. Socially, it's more acceptable to have a corporation headed by a white male."*

"If you compete with the same level [of Caucasians] *as a minority, then you have a disadvantage. . . You'll still be held back; left behind. If you're extremely ingenious or create something, you could reach the top. There is a chance."*

Glass Ceiling Impact on Jobs and Careers

Asian and Pacific Islander Americans expressed the opinion that corporate culture is a white-male culture that values aggression and socializing over hard work and merit. They feel that admittance to the top levels of corporate culture requires learning how to work within the dominant white-male culture. They want to do this without sacrificing their principles.

"I notice that a guy who is the highest ranking Asian in my company behaves like a typical white officer. Sometimes a little bit nasty, very aggressive, outspoken. I can see that's how he got to that level. . . .He's very demanding at meetings. Maybe that's how he fits into that upper management."

"I had a superior who was a typical white. He was getting upset at me because I never get upset. . . .When I had my review. . .he gave me a low rating. . . . He said that the reason was because, 'You don't get upset with your staff. You don't reprimand them.' I said, 'Excuse me. I talk to them, but I don't scream at them.'"

"I was told, 'Hey, you're going to have to step on people. You may not like it, but. . .' I said, 'That's not my nature.' My Asian mentor told me, 'After these many years, you're going to have to do what the white man says or you're not going to be successful.'"

What are the Stereotypes About Asian and Pacific Islander Americans?

Glass Ceiling Commission studies, testimony presented at the Commission's Public Hearings, and CEO interviews consistently identify stereotypes, along with prejudice and bias, as a major barrier to job advancement.

Despite the fact that, prior to 1965, immigration laws singled out Asians for exclusion based on race, today they are perceived as the kind of minority/immigrant group others should emulate. Asian and Pacific Islander Americans and immigrants alike are perceived as *intelligent/ hard-working/ highly educated/ occupational successful/ patient/ polite/ non-confrontational/ non-violent/ law-abiding/ politically passive/ culturally resourceful/ detail-oriented/* and *good at science, engineering, and technology.* These generalized perceptions have enabled Asian and Pacific Islander Americans to gain initial entrance to Corporate America.

However, these same stereotypes do turn negative. Asian and Pacific Islander Americans are also perceived as *passive/ unassertive/ indirect/ more*

equipped for technical than people-oriented work/ and therefore *not leadership material.* As *Shattering the Glass Ceiling*—a 1992 report of the Organization of Chinese Americans—states that the fields of science and engineering,

> *" . . . are thought not to depend as much on speaking and writing skills as do other disciplines. . .* [Acceptance of this belief] *can and has hardened into a stereotype for Chinese Americans in all walks of life. They are pictured as being excellent workers, but are not equipped to step into positions that require communication skills—such as management."*

The negativity of stereotypes was addressed by a testifier at the Commission's Public Hearing in Cleveland, Ohio. The speaker, who had described herself as speaking,

> *"from the perspective of the Asian American and the problems that they face when sooner or later many of them will hit a barrier which has come to be known as the glass ceiling"* she declared, *" . . . there is still not enough awareness and still a lot of negative stereotypes."*

Asian and Pacific Islander women are perceived as *content with the status quo/ inflexible/ lacking interpersonal skills and political savvy.* They are often also confronted with the dual stereotypes of *the obedient and motherly figure* or *the exotic and fragile "China Doll."* Co-workers do not consider Asian women to be threats to their jobs, but neither do they consider them to be tough enough to be groomed for leadership.

THE REALITY CHECK:
Perceptions and Stereotypes -Versus the Facts

The Basic Facts

- The Asian and Pacific Islander American population doubled between 1980 and 1990 when the Bureau of the Census reported 7.3 million Asian and Pacific Islander Americans. It is the third largest minority after African Americans and Hispanic Americans.
- Sixty percent of Asian and Pacific Islander Americans were born outside the United States.
- The Asian and Pacific Islander American population is projected to total 9.9 million by the year 2000 and it will represent 4 percent of the U.S. population.
- In 1990, the Bureau of the Census reported the total population by national origin groups as follows: Chinese 23%; Filipino 19%; Japanese 11%; Asian Indian 11%; Korean 11%; Vietnamese 8%. The remaining population represents 21 other categories of other Asian and Pacific Islander Americans.Islander American population was concentrated in five states—California, New York, Hawaii, Texas, and Illinois.

Asian and Pacific Islander Americans as Managers

- The corporate sector is a major area of employment for Asian and Pacific Islander Americans.
- Asian and Pacific Islander Americans are seriously underrepresented in private sector management.
- Asian and Pacific Islander Americans have been found to earn less than non-Hispanic whites in comparable circumstances when factors such as age or educational level are controlled for.
- According to the 1990 Census, all Asian and Pacific Islander Americans 25 years of age and over have earned at least a bachelor's degree and 14 percent had a graduate or professional degree.
- In 1993, Asian and Pacific Islander Americans represented a 94-billion-dollar consumer market according to the Asian and Pacific Islander Center for Census Information and Services.

The Participation of Asian and Pacific Islander Americans in Corporate America

Preparedness:

—Are Asian and Pacific Islander Americans Prepared for Management?

The profile of those Asian and Pacific Islander Americans who are positioned to become corporate managers presents a picture of one of the most educationally prepared groups in the labor force. Asian culture emphasizes the importance of higher education as a reward for secured economic status.

Data from the 1990 Census shows that Asian and Pacific Islander Americans *as a whole* are above the national average in terms of educational achievement at both the high school and college levels.

- Seventy-eight percent of Asian and Pacific Islander Americans in the workforce who are 25 years and older had completed high school, compared to 75 percent of the total population 25 years and older who had completed high school.
- A comparison of college completion is more striking: 20 percent of the general population has graduated with a bachelor's degree or higher, whereas almost twice that proportion—38 percent—of Asian and Pacific Islander Americans have earned bachelor's degrees.
- Two-thirds to three-fourths of the highly educated Asian and Pacific Islander American population are foreign-educated or immigrants who initially came to the U.S. as foreign students.

According to the Asian and Pacific Islander Center for Census Information and Services, high university and college enrollment among Asian and Pacific Islander Americans is attributable not only to their population growth but also to their high rates of academic preparedness. Once admitted to college, they tend to do well and have relatively low dropout rates. Persistence and performance are reflected in their high representation at subsequent educational levels. Although Asian and Pacific Islander American women continue to lag behind men in rates of post graduate education, women contributed significantly to the increase in the overall representation of Asian and Pacific Islander Americans in higher education.

The most impressive gains made by Asian and Pacific Islander Americans were at the bachelor's and master's levels where the number of degrees awarded more than doubled between 1979 and 1989. While the rate of gain for doctorates is somewhat lower according to the National Center for Educational Statistics, the 46 percent increase in doctorates earned during this period by Asian and Pacific Islander Americans puts them ahead of all other groups, including whites.

Asian and Pacific Islander Americans as a whole are above the national average in terms of educational achievement at both the high school and college levels.

TABLE 7
NATIONAL ASIAN & PACIFIC ISLANDER AMERICAN EXECUTIVES, ADMINISTRATORS, AND MANAGERS OF PRIVATE-FOR-PROFIT COMPANIES BY ETHNICITY, EDUCATIONAL ATTAINMENT, AND SEX, 1990

Ethnicity	Total with Bachelor's Degree		Exe/Admin/Mgr with Bachelor's Degree		Exec/Admin/Mgr % of Total	
	Male	Female	Male	Female	Male	Female
Total API Population	506,811	571,925	44,175	23,397	8.7	4.1
Chinese	124,622	138,199	9,925	7,382	8.0	5.3
Filipino	109,125	182,696	5,736	6,082	5.3	3.3
Japanese	82,885	80,828	15,262	3,835	18.4	4.7
Asian Indian	71,255	64,232	5,587	2,429	7.8	3.8
Korean	52,075	58,028	4,475	2,045	8.6	3.5
Vietnamese	27,729	16,502	496	495	1.8	3.0
Hawaiian	5,263	4,574	414	266	8.0	5.8
Other Southeast Asian	11,203	8,564	566	246	5.1	2.9
Other API	22,704	17,302	1,714	617	7.5	3.6

Ethnicity	Total with Master's/Prof. Degree		Exe/Admin/Mgr with Master's/Prof. Degree		Exec/Admin/Mgr % of Total	
	Male	Female	Male	Female	Male	Female
Total API Population	321,164	197,481	26,043	7,627	8.1	3.9
Chinese	105,297	65,033	7,935	3,102	7.5	4.8
Filipino	29,422	34,471	1,475	1,198	5.0	3.5
Japanese	33,028	22,164	3,608	844	10.9	3.8
Asian Indian	87,718	41,863	8,882	1,430	10.1	3.4
Korean	32,309	16,749	1,660	527	5.1	3.1
Vietnamese	8,792	3,707	439	158	5.0	4.3
Hawaiian	1,596	1,595	114	38	7.1	2.4
Other Southeast Asian	5,645	3,735	347	31	6.1	0.8
Other API	17,357	8,173	1,583	299	9.1	3.7

Source: 1990 Bureau of the Census, PUMS File; 95% Confidence Interval
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- The total API population with college degrees is 1,597,381. Nationally, 77 percent of the total API population has less than a Bachelors'. The API males with a Bachelor's who are Executives/Administrators/Managers nearly doubles the female population in the same occupational category (This only represents, BS/MA/MS of professional degrees. This excludes Doctorates and Associate college degrees.

A less encouraging picture emerges when educational attainment is disaggregated by national origin group. It is then that the disparities become evident. For example,

- The Asian Indian American population is the most educated—21 percent of the Asian Indian American population hold master's or other professional degrees according to the National Center for Educational Statistics.
- The Asian and Pacific Islander Center for Census Information and Services also reports that the educational achievement of Hawaiians is the lowest of these groups—only 7 percent have completed a bachelor's degree. Other Southeast Asians, Filipino and Vietnamese show only slightly better rates of college enrollment or completion.

There are also striking disparities among Asian and Pacific Islander American male and female executives, administrators, and managers holding bachelor's, master's, and professional degrees. Overall, Asian and Pacific Islander men are twice as likely as Asian and Pacific Islander women to hold those degrees.

Placement and Opportunity:
—Where are Asian and Pacific Islanders Americans in Corporate America?
—What Opportunities are Available to Them?

Overall **Table 8** shows the number and percentage of APIs in the top four industries. Asian and Pacific Islander Americans are concentrated in retail trade, finance, professional and related services, and manufacturing.

Compared to other racial and ethnic groups, Asian and Pacific Islander Americans viewed *as a group* are likely to be overrepresented in the sciences, with very little difference between those who are native- or foreign-born. Ever since World War II Asian and Pacific Islander American scientists and engineers—native-born and foreign-born—have been a dominant and growing minority in scientific and technical fields, especially through the 1970s, when high-technology research and development fueled the growth of the aerospace and defense industries. The 1965 Immigration Law creates the occupation category which enables America to recruit highly skilled and professional workers such as those from Asia to help develop these fast growing industries.

Compared to other racial and ethnic groups, Asian and Pacific Islander Americans viewed as a group are likely to be overrepresented in the sciences.

TABLE 8
ASIAN & PACIFIC ISLANDER AMERICAN EXECUTIVES, ADMINISTRATORS, AND MANAGERS OF PRIVATE-FOR-PROFIT COMPANIES: TOP FOUR INDUSTRIES, 1990

(Number and percent of total API male/female working-age population (16 years and over) with specified degree)

Male Population

with Bachelor's Degrees

1. Manufacturing (n = 12,019; 27.2%)
2. Finance, Insurance, and Real Estate (n = 6,562; 14.9%)
3. Retail Trade (n = 6,209; 14.1%)
4. Other Industries (n = 5,461; 12.4%)

with Master's Degrees

1. Manufacturing (n = 9,210; 35.4%)
2. Finance, Insurance, and Real Estate (n = 3,618; 13.9%)
3. Professional and Related Services (n = 2,643; 10.1%)
4. Retail Trade (n = 2,395; 9.2%)

Female Population

with Bachelor's Degrees

1. Professional and Related Services (n = 4,959; 21.2%)
2. Finance, Insurance, and Real Estate (n = 4,917; 21.0%)
3. Manufacturing (n = 3,626; 15.5%)
4. Retail Trade (n = 2,698; 11.5%)

with Master's Degrees

1. Professional and Related Services (n = 1,936; 25.4%)
2. Finance, Insurance, and Real Estate (n = 1,620; 21.2%)
3. Manufacturing (n = 1,603; 21.0%)
4. Wholesale Trade (n = 614; 8.1%)

Source: 1990 Bureau of the Census, PUMS File; 95% Confidence Interval
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It is striking, then, to learn from glass ceiling research that American-born Asian and Pacific Islanders are more likely than foreign-born Caucasians to be in the lower echelons of the engineering profession. While formal schooling and technical training are crucial credentials that give minorities access to high-paying professions, these qualifications do not produce upward mobility in Asian and Pacific Islander American engineers and other professionals. In fact, Asian and Pacific Islander American men are well represented as professionals in the workforce, but they are underrepresented in executive-managerial positions. Similarly, Asian and Pacific Islander American women, despite their mobility into professional jobs, are even less likely than Asian and Pacific Islander American men to be represented as executives or as managers. **Table 9** is based on Asian and Pacific Islander American Executives, Administrators, and Managers of Private-for-Profit Companies by Ethnicity, Educational Attainment, and Sex.

Glass Ceiling Commission research shows that Asian and Pacific Islander American professionals are held in high regard in private employment and in employment with state, local, and federal government agencies. And yet, the same research shows that those same professionals—the category of workers from which most managers come—are not selected to become members of management teams. Stereotypes of Asian and Pacific Islander Americans as being better suited for technical work rather than people-oriented work has surfaced as a major reason why they are not considered leadership material. They and are grossly underrepresented in authority positions compared to whites.

This attitude concerning leadership potential is also reflected in the small number of Asians who serve on the boards of directors of the major corporations. The 1992 Heidrick and Struggles study of 806 of the public Fortune companies revealed that Asian and Pacific Islander American women held less than one one-hundredth of one percent of the seats and Asian and Pacific Islander American men held less than two-tenths of one percent of the seats.

Compensation:

—How are Asian and Pacific Islander Americans Compensated?

The socioeconomic status of the various Asian and Pacific Islander Americans national origin groups differs markedly. Many of the misconceptions regarding favorable economic status of Asian and Pacific Islander Americans are fed by statistical data that is not disaggregated by national origin group, age, or gender, and does not adjust for the geographical concentration of these populations in metropolitan areas of New York and California where wages and salaries, along with the cost of living, tend to be far higher than the rest of the nation.

However, even without such adjustments, the low promotion rates of Asian and Pacific Islander earnings. Even with English fluency and U.S. citizenship and comparable or even higher levels of education, the average annual earnings of Asian and Pacific Islander Americans continue to be lower than their white counterparts in the same occupations. According to some findings still emerging from an analysis of the National Science Foundation surveys, they are less likely to be in managerial jobs than African Americans and Hispanic Americans, and when promoted to middle- or upper-levels of management, are more likely to receive lower economic returns compared to whites occupying similar positions, even though they are also likely to be more qualified in terms of education and work experience. (While the data in the National Science Foundation surveys suggest that the pattern of blocked upward mobility is most apparent in corporations, Woo's glass ceiling paper entitled, *Barrier to Work Place Advancement Experienced by Asian Americans* finds evidence of the same phenomenon in other areas, such as law, journalism, government, and academia.)

Glass Ceiling research finds that despite higher levels of formal education than other groups, Asian and Pacific Islander Americans receive a lower yield in terms of income or promotions. Some research has even suggested that foreign-born Asian and Pacific Islander Americans experience increasingly lower returns despite more years of education than their white counterparts and that their returns often decrease as education and age increase. Although this phenomenon is sometimes attributed to language difficulties of foreign-born Asian and Pacific Islander Americans, research indicates that foreign-born whites face no such blocked mobility. This suggests the existence of racial barriers or the possibility that European employees with English-language difficulties are treated differently than are those who immigrated from Asia or the Pacific Islands.

TABLE 9
NATIONAL ASIAN & PACIFIC ISLANDER AMERICAN POPULATION EXECUTIVES, ADMINISTRATORS, AND MANAGERS OF PRIVATE-FOR-PROFIT COMPANIES. NUMBER OF CASES, BY ETHNICITY, EDUCATIONAL ATTAINMENT, AND SEX, 1990

		Educational Attainment			
Ethnicity/Sex	**Total**	**BA/BS**	**BA/BS**	**MA/MS**	**Doctoral**
Total API Population	180,232				
Chinese	49,600	20,484	16,310	10,564	2,242
Male		11,855	9,502	7,666	1,97
Female		8,629	6,808	2,898	264
Filipino	27,215	13,290	11,428	2,493	85
Male		6,930	5,507	1,426	49
Female		6,279	5,921	1,067	36
Japanese	39,500	16,046	18,685	4,369	410
Male		9,678	14,927	3,566	382
Female		6,468	3,748	793	28
Asian Indian	25,446	6,412	7,450	9,947	1,637
Male		4,208	5,305	8,689	1,505
Female		2,204	2,145	1,258	132
Korean	16,275	8,019	6,091	1,918	247
Male		4,511	4,218	1,533	223
Female		3,508	1,873	385	24
Vietnamese	5,649	4,135	942	559	13
Male		2,429	460	416	13
Female		1,706	482	143	0
Hawaiian	5,046	4,219	675	152	0
Male		1,888	409	114	0
Female		2,331	266	38	0
Other Southeast Asian	2,968	1,838	768	339	23
Male		1,069	542	326	23
Female		769	226	13	0
Other API	8,533	4,320	2,221	1,791	201
Male		2,665	1,659	1,505	201
Female		1,655	562	286	0

Source: 1990 Bureau of the Census, PUMS File; 95% Confidence Interval
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- Four levels of education are defined by the table columns. The Asian Indians represent the most educated of the API Exec/Adm/Mgr subgroups with the lowest percentage of Exec/Adm/Mgr with less than a BA/BS, and the highest percentage with a MS/MA, and Doctoral degree.

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TABLE 10
NATIONAL FOREIGN BORN ASIAN & PACIFIC ISLANDER AMERICAN POPULATION EXECUTIVES, ADMINISTRATORS, AND MANAGERS OF PRIVATE-FOR-PROFIT COMPANIES. NUMBER OF CASES, BY ETHNICITY, EDUCATIONAL ATTAINMENT, AND SEX

Ethnicity/Sex	Total	Educational Attainment			
		BA/BS	BA/BS	MA/MS/Prof	Doctoral
Total API Population	133,628				
Chinese	38,998	16,610	11,325	9,020	2,043
Male		9,637	6,948	6,759	1,852
Female		6,973	4,377	2,261	191
Filipino	20,267	8,298	9,757	2,163	49
Male		4,322	4,662	1,202	49
Female		3,976	5,095	961	0
Japanese	19,106	6,007	10,357	2,506	236
Male		4,101	9,439	2,205	208
Female		1,903	918	301	28
Asian Indian	24,635	6,085	7,210	9,742	1,598
Male		4,035	5,269	8,503	1,466
Female		2,050	1,941	1,236	132
Korean	15,027	7,527	5,517	1,760	223
Male		4,373	3,936	1,408	223
Female		3,154	1,581	352	0
Vietnamese	5,510	4,100	838	559	13
Male		2,394	460	416	13
Female		1,706	378	143	0
Hawaiian	251	206	25	20	0
Male		24	25	20	0
Female		182	0	0	0
Other Southeast Asian	2,918	1,788	768	339	23
Male		1,052	542	326	23
Female		736	226	13	0
Other API	6,916	3,476	1,730	1,566	144
Male		2,240	1,449	1,380	144
Female		1,236	281	186	0

Source: Bureau of the Census 1990 Census PUMS File 95% Confidence Interval
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IN SUM

The major barriers to the advancement of Asian and Pacific Islander Americans into decisionmaking management positions in business are these:

- Widespread acceptance of the popular stereotype that Asian and Pacific Islander Americans are not affected by the glass ceiling
- Widespread acceptance of the stereotype that Asian and Pacific Islander Americans make superior professionals and technicians but are not suited for management leadership
- Benign neglect and ignorance of the complexity, needs, and difference among Asian and Pacific Islander groups
- Lack of disaggregated data to use in tracking the progress of the diverse Asian and Pacific Islander groups
- Lack of a better understanding by other Americans of the experiences of foreign and U. S. born Asian and Pacific Islander Americans.

The loss of Asian and Pacific Islander American talent that business incurs because of the glass ceiling is hard to measure overall. Corporations report that some of the loss has been to overseas enterprises in a reverse brain drain. Other Asian and Pacific Islander American professionals, feeling blocked by the glass ceiling, have left large firms—particularly in the electronics industry—to become independent entrepreneurs. It is in such small businesses that these Asian and Pacific Islander Americans—trained in white-owned companies—become CEOs and competitors with their former employers. (In 1990 the Asian American Manufacturers Association reported that there are more than 200 Asian American-owned high-tech companies in the San Francisco Bay Area alone.) Data from the Natural Social Scientists and Engineers show both Asian and Pacific Islander Americans and White Non-Hispanics are self-employed at 6 percent each. Such consequences of reverse brain drain and entrepreneurship is indicative, in the sense of the unequal opportunities Asian and Pacific Islander Americans feel they are encountering in America.

TABLE 11
NATIONAL ASIAN & PACIFIC ISLANDER AMERICAN POPULATION EXECUTIVES, ADMINISTRATORS, AND MANAGERS OF PRIVATE-FOR-PROFIT COMPANIES. MEAN SALARY INCOME IN 1989 BY ETHNICITY, EDUCATIONAL ATTAINMENT, AND SEX (In dollars)

Ethnicity/Sex	Total	Educational Attainment			
		BA/BS	BA/BS	MA/MS	Doctoral
Total API Population	$39,045				
Chinese	37,473	$25,667	$36,268	$55,239	$70,396
Male		28,672	42,257	58,852	70,667
Female		21,538	29,306	45,683	68,364
Filipino	29,766	$23,903	$33,543	$42,062	$72,464
Male		25,952	39,189	50,167	81,563
Female		21,642	28,293	31,231	60,080
Japanese	51,682	$36,532	$61,840	$64,890	$80,447
Male		41,800	69,587	70,442	85,371
Female		26,249	30,965	39,924	13,268
Asian Indian	45,709	$22,013	$39,531	$59,327	$83,895
Male		24,776	45,309	63,368	88,677
Female		16,738	25,242	31,421	29,371
Korean	32,002	$22,713	$37,553	$46,801	$81,783
Male		25,115	42,781	51,570	88,540
Female		19,625	25,779	27,815	19,000
Vietnamese	28,476	$23,263	$34,560	$55,810	$70,000
Male		26,426	44,503	63,294	70,000
Female		18,763	25,071	34,041	0
Hawaiian	27,914	$26,362	$30,941	$57,535	$ 0
Male		29,591	35,929	43,292	0
Female		23,748	34,272	100,263	0
Other Southeast Asian	25,813	$22,746	$26,283	$37,802	$78,500
Male		25,975	26,960	36,677	78,500
Female		18,257	24,659	66,000	0
Other API	31,012	$22,688	$37,626	$41,772	$40,943
Male		24,092	40,328	44,637	40,943
Female		20,427	29,650	26,696	0

Source: Bureau of the Census 1990 Census PUMS File 95% Confidence Interval
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- The Chinese, Japanese, and Asian Indian and Korean populations are the groups that are able to attain higher levels of education with high-end incomes ($75,000 plus).

TABLE 12
NATIONAL U.S. BORN ASIAN & PACIFIC ISLANDER AMERICAN POPULATION EXECUTIVES, ADMINISTRATORS, AND MANAGERS OF PRIVATE-FOR-PROFIT COMPANIES. MEAN SALARY INCOME IN 1989 BY ETHNICITY, EDUCATIONAL ATTAINMENT, AND SEX (in dollars)

		Educational Attainment			
Ethnicity/Sex	**Total**	**BA/BS**	**BA/BS**	**MA/MS**	**Doctoral**
Total API Population	$35,338				
Chinese	38,806	$30,850	$36,132	$ 63,793	$66,809
Male		35,072	41,506	69,553	78,992
Female		25,194	30,487	55,590	45,781
Filipino	26,759	$24,472	$30,370	$ 38,861	$60,080
Male		27,883	38,129	40,614	0
Female		20,611	22,433	36,157	60,080
Japanese	39,113	$31,249	$44,067	$ 55,336	$83,020
Male		34,867	51,611	62,967	83,020
Female		26,910	29,410	34,228	0
Asian Indian	28,813	$11,743	$19,762	$ 58,356	$72,345
Male		10,540	6,500	65,329	72,345
Female		13,094	22,103	350	0
Korean	34,991	$24,160	$31,714	$ 83,050	$19,000
Male		32,377	36,333	96,591	0
Female		20,957	27,253	31,758	19,000
Vietnamese	25,424	$15,612	$28,726	$ 0	$ 0
Male		15,612	0	0	0
Female		0	28,726	0	0
Hawaiian	27,938	$26,471	$30,074	$ 62,010	$ 0
Male		29,644	34,786	46,546	0
Female		23,720	23,272	100,263	0
Other Southeast Asian	3,310	$3,310	$ 0	$ 0	$ 0
Male		2,500	0	0	0
Female		3,727	0	0	0
Other API	29,162	$25031	$32,873	$ 35,952	$31,579
Male		27,112	37,878	38,000	31,579
Female		22,919	29,155	33,392	0

Source: Bureau of the Census 1990 Census PUMS File 95% Confidence Interval
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- Japanese and Asian Indians U.S. born populations have smaller incomes than their foreign-born counterparts. The mean income in 1989 for foreign-born API Exec/Adm/Mgr of private-for-profit corporations exceed that of their foreign-born counterparts ($40,338 compared to $35,338).

TABLE 13
NATIONAL FOREIGN BORN ASIAN & PACIFIC ISLANDER AMERICAN POPULATION EXECUTIVES, ADMINISTRATORS, AND MANAGERS OF PRIVATE-FOR-PROFIT COMPANIES. MEAN SALARY INCOME IN 1989 BY ETHNICITY, EDUCATIONAL ATTAINMENT, AND SEX (in dollars)

Ethnicity/Sex	Total	Educational Attainment			
		BA/BS	BA/BS	MA/MS/Prof	Doctoral
Total API Population	$40,338				
Chinese	37,111	$24,458	$36,328	$53,775	$70,746
Male		27,199	41,165	57,416	70,101
Female		20,670	28,650	42,892	76,995
Filipino	30,798	$23,566	$34,087	$42,551	$81,563
Male		24,787	39,381	51,947	81,563
Female		22,239	29,243	30,798	0
Japanese	65,099	$42,689	$76,131	$71,954	$78,549
Male		51,048	80,057	75,055	87,337
Female		24,664	35,759	49,234	13,268
Asian Indian	46,265	$22,565	$40,189	$59,348	$84,177
Male		25,386	45,574	63,325	89,112
Female		17,011	25,572	31,974	29,371
Korean	31,754	$22,619	$38,160	$43,547	$88,540
Male		24,886	43,243	47,573	88,540
Female		19,475	25,506	27,445	0
Vietnamese	28,556	$23,330	$35,284	$55,810	$70,000
Male		26,584	44,503	63,294	70,000
Female		18,763	24,066	34,041	0
Hawaiian	27,456	$24,243	$53,500	$28,000	$ 0
Male		25,500	53,500	28,000	0
Female		24,077	0	0	0
Other Southeast Asian	26,198	$23,289	$26,283	$37,802	$78,500
Male		26,354	26,960	36,677	78,500
Female		18,908	24,066	66,000	0
Other API	31,444	$22,119	$38,975	$42,608	$44,650
Male		23,518	40,687	45,238	44,650
Female		19,583	30,146	23,095	0

Source: Bureau of the Census 1990 Census PUMS File 95% Confidence Interval
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- Tables 13 and 14 illustrate that Japanese and Asian Indian foreign born Exec/Adm/Mgr of private-for-profit corporations have a larger mean income than their U.S. born counterparts (Table 13). However, compared to the white male Exec/Adm/Mgr's mean income of $50,052, all the foreign born Exec/Adm/Mgr except for the Japanese make less than white males.

TABLE 14
NATIONAL U.S. BORN ASIAN & PACIFIC ISLANDER AMERICAN EXECUTIVES, ADMINISTRATORS, AND MANAGERS OF PRIVATE-FOR-PROFIT COMPANIES. NUMBER OF CASES BY ETHNICITY, EDUCATIONAL ATTAINMENT, AND SEX

Ethnicity/Sex	Total	Educational Attainment			
		BA/BS	BA/BS	MA/MS/Prof	Doctoral
Total API Population	46,604				
Chinese	10,602	3,874	4,985	1,544	199
Male		2,218	2,554	907	126
Female		1,656	2,431	637	73
Filipino	6,948	4,911	1,671	330	36
Male		3,608	845	224	0
Female		2,303	826	106	36
Japanese	20,394	10,039	8,328	1,853	174
Male		5,474	5,498	1,361	174
Female		4,565	2,830	492	0
Asian Indian	811	327	240	205	39
Male		173	36	183	30
Female		154	204	22	0
Korean	1,248	492	574	158	24
Male		138	282	125	0
Female		354	292	33	24
Vietnamese	139	35	104	0	0
Male		35	0	0	0
Female		0	104	0	0
Hawaiian	4,795	4,013	650	132	0
Male		1,864	384	94	0
Female		2,149	266	38	0
Other Southeast Asian	50	50	0	0	0
Male		17	0	0	0
Female		33	0	0	0
Other API	1,617	844	491	255	57
Male		425	210	125	57
Female		419	281	100	0

Source: Bureau of the Census 1990 Census PUMS File 95% Confidence Interval
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Hispanics are the living Rainbow Coalition, Caucasian, African American, Asian, Indian, and the possible combinations of the above.

GENERAL BACKGROUND

The Hispanic American population in the United States (23 million in 1992) is an ethnic group differentiated by national origin and by time and circumstance of entry into the United States. 1990 Census data show that it is geographically concentrated in 14 metropolitan areas of five states—California, Texas, New York, Florida, and Illinois. The national Hispanic community comprises more than 20 national origin groups that vary significantly from one another. To portray Latinos as a homogeneous ethnic group is misleading. For example, the predominant groups in the Latino community, i.e., Mexican Americans (13.3 million), Puerto Ricans (2.6 million), and Cuban Americans (1.0 million) are geographically concentrated in different regions of the nation. As a consequence, the experience of Cuban American refugees in south Florida versus Puerto Ricans in New York or Mexican Americans in south Texas are differentiated by historical factors, education, economic opportunities, sociocultural differences of the local areas, and level of bilingualism as well as by race. Hispanics are the living *Rainbow Coalition*, Caucasian, African American, Asian, Indian, and the possible combinations of the above. In this report, the term *minority male* includes white Hispanic males and the terms *Hispanic* and *Latino* are used interchangeably.

The next section shows how dramatically the views of CEOs and the views of Hispanic males and females differ on glass ceiling issues. CEOs express the conviction that the inclusion of Hispanics at all levels is a bottom-line issue. Hispanics perceive a cap on how far they are allowed to go. Research reveals negative stereotypes of both Hispanic men and women—images that can undermine how supervisors judge the leadership potential of Hispanics.

THE PERCEPTIONS

How CEOs Perceive The Glass Ceiling and Hispanic Americans

Even though most of the CEOs interviewed were in states with high concentrations of Hispanic Americans, almost all interpreted "minorities" solely as African Americans. In fact, only two of the non-minority CEOs mentioned Hispanics without being reminded of the existence of minority groups other than African Americans.

When reminded that the glass ceiling affected groups other than African Americans, CEOs were very clear that the changing national demographics and the need to compete in the global market required that they have Hispanics at all levels of their organizations. Several believed that there is only a small pool of U.S.-born Hispanics with the credentials that are required to move up the career ladders. They were especially concerned that they could not find many U.S.-born Hispanics who are literate in English and Spanish.

> *"In order to do business you have to relate to the people who can give you business. . . . A business that has to sell in a pluralistic environment has a lot to gain if it can cover the waterfront."*

> *"We are in advertising. We influence, we sell. We can't sell if we can't influence and we can't influence if we don't understand our consumers. We need all points of view within our shop."*

> *"I am desperate to find Hispanics who are Spanish literate. It is so important that I am sending Anglos to school to learn to speak Spanish."*

> *"We need people who can relate in Latin America. I find that I have to hire foreign nationals. Isn't anybody teaching our Hispanic kids Spanish?"*

How Hispanic Women Perceive the Glass Ceiling

The information in this section is drawn from records of 1993 and 1994 *Aspen Institute Seminars on Hispanic Americans and the Business Community.*

The Hispanic women executives who participated agreed that being both a woman and a Hispanic in Corporate America meant carrying a double burden because of resistance to them first as Hispanics and then as women. They found it particularly difficult to build mentoring relationships with non-Hispanics who could guide their career advancement and they perceived that their non-Hispanic white supervisors focused more on outward signs of difference than on competence. Two of their comments illustrate these points of view:

> *"The vice-president sought me out and told me that he was going to take charge of my career. I was delighted. Six months later he transferred across the country, did not take me along, and never looked back. I was left high and dry."*

> *"I have all the credentials and I have been assigned the job of writing copy in English which they run with no corrections. However, in staff reviews they always mention that I speak*

CEOs were very clear that the changing national demographics and the need to compete in the global market required that they have Hispanics at all levels of their organizations.

Being both a woman and a Hispanic in Corporate America meant carrying a double burden because of resistance to them first as Hispanics and then as women.

Most of these Hispanic executive men believe that their advancement requires total assimilation and acculturation to the Anglo culture and style.

with an accent. When I ask them if they have difficulty understanding me, they say, 'No, but you know how it is upstairs. Accents make them nervous. Why don't you work harder to get rid of it?' You should hear this [deleted] *when he tries to speak Spanish to our customers."*

Other Hispanic women explained that they felt adrift in a sea of insensitivity where white peers and superiors didn't know how to identify with them or treat them.

"They keep telling me that I am not considered Puerto Rican because I am so like them—'not like the others.' That offends me. Then when it comes time for promotion and I'm in line, I'm told that I didn't get it because there isn't room now for another Latin woman. So what am I?"

"There are minority jobs and that's not right. But then, when something opens up in that area they put in a Black. That is what they consider to be a minority. So I'm not a minority and I am not white. Where do Mexicanas belong?"

"I've watched and I have seen that they do not always hire or promote the best of us. Sometimes I think they just put us in to fill the quotas. They have decided just how far they intend to let us go on the day they hire us."

How Hispanic Men Perceive the Glass Ceiling

"Glass is nice; you can see through it. But the glass ceiling, it's like a two-way mirror."

Hispanic participants in the minority executive male focus groups assembled by the Glass Ceiling Commission characterized the glass ceiling as "opaque." Hispanics believe that the glass ceiling is keeping them from moving beyond a certain level and they feel that they are always being watched and judged.

The "Minority" Label

Like African Americans, American Indians, and Asian and Pacific Islander Americans, Hispanic men considered the term "minority" manipulative and part of a deliberate attempt to slow them down or relegate them to a lower position. They consider themselves as having accomplished "heroic" efforts to advance in the corporate world, particularly in light of the unfair hiring and advancement practices to which they feel they have been subjected. Most of these Hispanic executive men believe that their advancement requires total assimilation and acculturation to the Anglo culture and style. Some feel that they are not playing on a level field even when they do accept all the Anglo norms. Two comments sum up how strongly the participants felt that the minority label restricts their options.

"I consider it like they always felt you're a minority. Your education goes just so far."

". . . and we can go to the country club, but we're still the caddie."

The Ceiling Itself

When asked if there is a glass ceiling, Hispanic men stated:

"There's a glass ceiling. And whether you want to accept it or not, there is a glass ceiling, guys."

"We are not allowed to pass it but to keep bumping into it."

". . .there is a level to which the majority will allow minorities to proceed up the ladder. Once you hit that level, you are not going to go any further."

Glass Ceiling Impact on Jobs and Careers

These are some of the comments Hispanic men made about the impact of the glass ceiling on their careers and on their employers—

". . . though management refuses to acknowledge that such an issue exists, the lower strata of the workforce is well aware of how difficult the advancement in the workforce can be."

". . . a person should be hired or promoted by his/her ability to do said work. Yet, people are promoted more by their skin than their ability."

What are the Stereotypes About Hispanic Americans?

In a 1994 survey of middle-level managers conducted by The Hispanic Policy Development Project middle-level white corporate supervisors admitted off the record that they are not comfortable with what they perceive as *Hispanic difference or what they expect will be different even when nothing is immediately evident.* Hispanics interviewed in the same study who had "made it" into the decisionmaking ranks attribute the dearth of Latino peers to the widespread stereotyping and bias that shuts Latinos out. They say it requires them to pass ever more stringent tests to which their white peers are not subjected. It shunts them to the side *"even when they accept the mainstream norms and play by white male corporate rules."*

A compilation of the Hispanic stereotypes reported in the research papers contracted by the Glass Ceiling Commission (Mauricio Gastón Institute, and Hispanic Policy Development Project) reveals that Hispanics in general are lumped together and widely perceived as being *poor/uneducated/* and *recently arrived in the United States.* During a 1994 focus group held at the Aspen Institute that included Hispanics and high-level Anglo corporate managers, the Anglo managers said

". . .instead of watching us shine the bottom of your glass ceiling as if it were your $200 shoes, open the opportunity up and let these people of color play in your sandbox."

that they often heard that many Hispanic males were *chauvinist/ domineering/ arrogant/ prone to violence/ unwilling to learn English/ not patriotic toward the U.S./* and *heavy drinkers and drug users who don't want to work.* Hispanic Policy Development Project research reveals that an exception is often made for Cubans who are perceived positively as *brave exiles from communism.* Otherwise Cubans are frequently perceived negatively as *an overly aggressive group that has "taken over Miami."*

The same Commission sources cited above show that Hispanic women, Latinas, are frequently seen as *strong and stoic/ self-sacrificing/ tied to family and community/ under the domination of husbands and fathers/ passive/ overly emotional* and *educationally deficient.*

Although the stereotypes applied to Hispanic men and women differ, they all have a negative impact on Hispanics as potential candidates for corporate leadership.

THE REALITY CHECK:
Perceptions and Stereotypes -Versus the Facts

The Basic Facts

- The Hispanic population grew 53 percent between 1980 and 1990 according to U.S. Census figures. The increase to 22.4 million is attributable almost equally to the birth rate and to immigration.
- In 1990 Hispanics represented 7.9 percent of the labor force—9.9 million workers according to the Bureau of Labor Statistics.
- The work ethic of Hispanics is very strong. Adult Hispanic men have the highest rate of labor force participation in the nation. Census data show that the labor force participation rates of Hispanic men and women in 1990 was 78.2 percent and 52 percent respectively compared to non-Hispanic men (74 percent) and non-Hispanic women (57 percent). In addition, U.S. Department of Education statistics show that male Hispanic high school students work more hours while attending school than any other group of male students.
- Most Hispanics are not recent arrivals. Census data reveal that two-thirds of the Hispanics were born in the United States. The group with the highest percentage of those born in the U.S. is of Mexican heritage.
- Hispanics do want to learn English. Calvin Veltman's 1988 study on language shift shows that Hispanic immigrants are learning English at the same rate as other immigrants of the same socioeconomic level.
- All Hispanics are not poor. The 1990 Census reported that 48.2 percent of Hispanic households made over $25,000 per year.

Hispanics as Managers

1990 Census data reveal that the percentage of Hispanics who are managers and administrators is far below the percentage of non-Hispanic whites who are managers and administrators.

- Non-Hispanic white Americans 43.0 %
- Mexican Americans 6.0 %
- Puerto Ricans 8.0 %
- Cuban Americans 7.5 %
- All Other Hispanic Americans 7.5 %

In 1993, Hispanics represented a $175 billion consumer market according to the Bureau of Labor Statistics, Consumer Expenditure Survey.

In 1990 only 370,000 Hispanic men and women 18 years of age or older had earned the advanced degrees that are now considered a prerequisite for climbing the corporate ladder.

The Participation of Hispanic Americans in Corporate America

Preparedness:

—Are Hispanic Americans Prepared for Management?

Education has become an increasingly important factor for advancement in the private sector. Graduate degrees have evolved from helpful assets to important prerequisites to advancement and promotion. Secondary school dropout rates are high and directly limit the size of the pool of potential Hispanic American managers as does the number of immigrants who arrive do with little education. Nonetheless, the number of Latinos attending and completing college is steadily increasing as is the percentage of college graduates who go on to earn post graduate degrees.

- U.S. Census data show that in 1980, 7.7 percent of Hispanics 25 years of age and older had completed four or more years of college. By 1990 that figure had increased to 10 percent. In 1990 the percentage of non-Hispanics who had completed four or more years of college had risen to 21 percent. The proportion of Hispanics with four years of college continues to lag behind the general population.
- In 1990 according to U.S. Census data, only 370,000 Hispanic men and women 18 years of age or older had earned the advanced degrees that are now considered a prerequisite for climbing the corporate ladder.
- A January 1994 *Hispanic Business* magazine survey of Hispanic senior executives in Fortune 1000 companies revealed that 60 percent of the respondents held advanced degrees—23 percent had MBAs, 12 percent had law degrees, 18 percent had master's degrees (other than MBAs), and 7 percent had earned Ph.D.s.

Placement and Opportunity:

—Where are Hispanic Americans in Corporate America?

—What Opportunities are Available to Them?

Although the number of Hispanics earning the degrees that business looks for has steadily increased, it does not represent a large pool. Hispanics continue to be relatively invisible in corporate decisionmaking positions, in part because Hispanic managers and administrators are more frequently employed in government and the nonprofit sector than in the for-profit sector.

The paucity of Hispanics in corporate decisionmaking jobs may also stem from the fact that when they do enter the private sector they are clustered in staff jobs that lack career mobility and lack access to development programs with tailored leadership training and mentoring.

- Commission research by the Mauricio Gastón Institute, Hispanic Policy Development Project, and with focus groups indicates that Hispanic men and women in the private sector are clustered in staff jobs in community relations, human resources, public affairs, corporate giving, and philanthropy. These positions provide minimal access to the influential sponsors who can place managers on the track to high responsibility and high-salaried positions.
- A 1994 Hispanic Policy Development Project study indicated that one of the barriers that blocked the advancement of Hispanics is lack of mentoring. A number of white non-Hispanic middle-managers who were interviewed by the Hispanic Policy Development Project for a report that has yet to be released, stated in confidence that they are reluctant to mentor when they perceive that they will have to overcome cultural barriers. The comments of Hispanic employees who were interviewed reflect this reality. They reported that they sense that the white managers don't want to mentor them.

Tables 15 and **16 (following)** show the size of the Hispanic adult labor force by major national origin group and how Hispanic managers at all management levels are distributed across the for-profit industrial sectors. The numbers in parentheses in **Table 16** represent the percentage of managers who are Hispanic. For example:

- Mexican Americans comprise only 4.9 percent of the retail trade managers nationwide. Hispanic representation in other industries surveyed falls below that of the retail industry.
- Puerto Ricans nationwide account for .7 percent of the managers in the manufacturing industry.
- Cubans nationwide account for .11 percent of the managers in the transportation industry although they represent .2 percent of the adult working-age population.

The 1994 *Hispanic Business* survey of the Fortune 1000 companies identified 169 Hispanic senior executives (vice-president or above) employed in 95 major corporations. Another 174 companies reported that they have no Hispanic senior executives and the remainder did not reply. The profile of the 169 Hispanic senior executives shows:

- Forty-four percent of the senior executives worked in the Consumer, Finance and Food and Beverage sectors. An additional forty percent were in high tech, publishing and media, telephone and utilities, and the service sectors
- The 23 women senior executives represented every industry except energy, food and beverage, and industrial

Just as the advancement of women into senior positions in business has led to the appointment of more women to corporate boards of directors, so the advancement of Hispanics into senior level positions has resulted in an increase in the number of Hispanics appointed to boards of directors.

- Eighty-six percent of the Hispanic senior executives were male
- Over 40 percent had been in their companies 16 years or more

Though the number of Hispanic senior managers continues to be small, it has increased over the last 15 years. The majority of the senior managers reported in *Hispanic Business* hold line positions, frequently in the international divisions of their companies where their bilingual/bicultural skills are considered assets. (It is interesting to note that there is a history of strong opposition to Spanish bilingualism in the nation as evidenced by English Only movements. The *High School and Beyond Longitudinal Study* of the U.S. Department of Education reveals that only 4 percent of Hispanic high school students take three years of Spanish—the minimum for literacy even among native speakers—thereby failing to develop a valuable potential business asset.)

Just as the advancement of women into senior positions in business has led to the appointment of more women to corporate boards of directors, so the advancement of Hispanics into senior level positions has resulted in an increase in the number of Hispanics appointed to boards of directors. In 1995, fifty-one Hispanics served on the boards of seventy-four of the Fortune 1000 corporations—41 men and ten women. *Hispanic Business* reports that this is a net increase of eight individuals from the previous year.

Compensation:
—How are Hispanic Americans Being Compensated?

Income is the fundamental indicator of socioeconomic status in the United States. A broad-brush look at U.S. Census data on the percentage of families in Hispanic national origin groups with annual earnings above $30,000 compared to non-Hispanics paints the following picture:

- Mexican and Mexican Americans 31%
- Puerto Ricans 23%
- Cubans 40%
- All Other Hispanic Groups 40%
- All Non-Hispanics 53%

The income differentials between non-Hispanics and Hispanics indicate that Mexican Americans and Puerto Ricans lag much farther behind non-Hispanics than do Cubans and Other Hispanics. The following tables, prepared by the Tomás Rivera Center, show substantial differences in the income of all managers by gender, by industry, and by national-origin group. Because data is not disaggregated by level of management, there is no way to know if the remarkable differentials result from varying level of management or disparate compensation for comparable responsibility.

(Tables below show group distribution of Hispanics by region and by national origin based on data from the 1990 Census. Hispanics in these industries are clustered in manufacturing and retail with the exception of Cubans in Florida and Puerto Rican women in New York. These groups are heavily represented in the finance and professional sectors. The wholesale, transportation, and business industries do not have significant numbers of Hispanic managers.)

TABLE 15
HISPANIC ADULT EMPLOYED POPULATION, BY SUBGROUP IN U.S., 1990
(% of Subgroup)

Hispanic Subgroup	All Persons	U.S.-Born	Foreign-Born
Mexican American	13,393,208	8,933,371 (66.7)	4,459,837 (33.4)
Puerto Rican	2,651,815	2,618,963 (98.8)	32,852 (1.2)
Cuban	1,053,197	298,481 (28.3)	754,716 (71.7)
Other Hispanic	4,801,869	2,207,624 (46.0)	2,594,245 (54.0)

Source: 1990 Bureau of the Census, PUMS File; 95% Confidence Interval
Compiled by the Tomás Rivera Center Research staff

TABLE 16
DISTRIBUTION AND REPRESENTATION OF PRIVATE SECTOR EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL OCCUPATIONS IN THE U.S. BY INDUSTRY, HISPANIC SUBGROUP, AND GENDER (PERCENTAGES ARE FOR INDUSTRY)

Industry/Gender	Mexican American	Puerto Rican	Cuban	Other Hispanic	White	Total
Manufacturing						
Male	112 (.9)	21 (.2)	9 (.1)	50 (.4)	12,413 (98.5)	12,605
Female	55 (1.7)	17 (.5)	5 (.2)	25 (.8)	3,170 (96.9)	3,272
Transportation						
Male	50 (1.3)	7 (.2)	4 (.8)	15 (.4)	3,724 (98.0)	3,799
Female	24 (1.7)	5 (.4)	4 (.3)	12 (.9)	1,374 (96.8)	1,419
Wholesale						
Male	24 (1.0)	1 (.0)	6 (.3)	11 (.5)	2,366 (98.3)	2,408
Female	17 (1.9)	4 (.4)	2 (.2)	5 (.6)	884 (96.9)	912
Retail						
Male	120 (2.1)	11 (.2)	3 (.1)	33 (.6)	5,548 (97.1)	5,715
Female	113 (2.8)	8 (.2)	3 (.1)	18 (.5)	3,865 (96.59)	4,007
Business						
Male	53 (1.6)	8 (.3)	3 (.1)	20 (.6)	3,172 (97.4)	3,256
Female	21 (1.4)	3 (.2)	5 (.3)	11 (.7)	1,459 (97.3)	1,499
Finance						
Male	65 (1.4)	16 (.2)	6 (.1)	22 (.6)	4,531 (97.7)	4,640
Female	95 (2.2)	15 (.4)	3 (.1)	19 (.4)	4,126 (96.9)	4,258
Professional						
Male	47 (1.0)	10 (.2)	5 (.1)	27 (.6)	4,548 (98.1)	4,637
Female	112 (1.3)	19 (.3)	6 (.1)	29 (.5)	5,951 (97.1)	6,127
Total						
Male	471 (1.3)	74 (.2)	36 (.1)	178 (.5)	36,403 (98.0)	37,162
Female	447 (2.1)	71 (.3)	30 (.1)	119 (.6)	20,829 (96.9)	21,496

Source: 1980 Bureau of the Census, Public Use Microdata (5%) Sample; 95% Confidence Interval
Compiled by Tomás Rivera Center Research Staff

- Each row illustrates the distribution of male and female managers in a particular industry. For instance, a sampling of five percent of U.S. households identified 112 Mexican American men and 55 Mexican American women occupying managerial occupations in the manufacturing industry nationwide. The same sample identified 12,413 white non-Hispanic men and 3,170 non-Hispanic women occupying managerial occupations in manufacturing industry in the U.S. The percentages in parenthesis reflect the representation for those groups included in the Table.

IN SUM

Public hearings, glass ceiling research, and private research indicate that the major barriers to the advancement of Hispanic Americans in the private sector are these:

- The small size of the pool of Hispanic American men and women who have gained the credentials that are now considered prerequisites for senior management.
- Business recruitment practices that overlook or do not identify Hispanic Americans who have the necessary credentials.
- Entry level discrimination which steers Hispanics into staff as opposed to line positions and holds them there.
- A tendency to consider potential Hispanic recruits in terms of the Spanish-speaking markets. (This tendency discriminates against the 5 million Hispanic Americans 18 years of age and over who do not speak Spanish at all or do not speak it well.)
- Insensitivity to cultural differences.
- Stereotyping and discomfort with cultural differences that cause white middle-level and upper-level managers to be reluctant to mentor and promote Hispanic men and women.
- The lack of a large pool of Hispanic mentors for new Hispanic recruits.

- Isolation from the informal communication networks.
- A lack of assignments that provide visibility and interaction with senior managers.

TABLE 17a
COMPARISON OF THE MEAN WAGE INCOME OF MEXICAN AMERICAN AND WHITE MANAGERS BY STATE, PRIVATE-FOR-PROFIT INDUSTRY, GENDER, AND HISPANIC SUBGROUP

(MEAN WAGE in dollars)

Industry/Gender	California Mexican American	California White	Texas Mexican American	Texas White	Illinois Mexican American	Illinois White
Manufacturing						
Male	$41,456	$58,666	$30,821	$56,616	$49,998	$64,223
Female	26,296	31,662	23,449	29,883	29,849	33,500
Transportation						
Male	33,353	50,677	30,948	51,716	34,295	51,486
Female	32,791	32,933	24,926	31,968	37,671	32,471
Wholesale						
Male	41,967	58,283	32,871	57,216	33,657	60,450
Female	25,686	29,125	18,037	28,340	——	30,425
Retail						
Male	24,213	36,439	19,740	37,700	32,346	39,743
Female	15,527	18,461	13,150	20,188	17,802	20,184
Business						
Male	27,998	45,468	21,809	44,327	28,750	50,946
Female	24,725	29,037	18,783	26,772	24,743	32,221
Finance						
Male	36,894	59,240	32,061	55,769	40,200	67,531
Female	23,332	29,467	19,940	23,860	28,218	30,712
Professional						
Male	32,180	51,024	32,769	50,841	28,605	52,795
Female	22,357	26,773	19,029	24,294	27,976	28,028

Source: 1990 Bureau of the Census, Public Use Microdata (5%) Sample; 95% Confidence Interval
Compiled by Tomas Rivera Center Research Staff

The number of cases used to determine mean wages is in some instances as few as one. Sample sizes from a 5 percent file are expectedly small. Data is provided for all cases regardless of sample size.

- Tables 17a, 17b, and 17c illustrate the significant wage differentials that exist by state, industry, and gender. In California, Mexican American men earn approximately $17,210 less than white non-Hispanic males. Mexican American women earn $32,370 less, and white non-Hispanic women earn $27,400 less than white men in the same industry. The wage income of white males is consistently higher than Hispanic men and women regardless of state, Hispanic subgroup, and industry.

TABLE 17b
COMPARISON OF THE MEAN WAGE INCOME OF PUERTO RICAN AND WHITE MANAGERS BY STATE, PRIVATE-FOR-PROFIT INDUSTRY, AND GENDER
(MEAN WAGE in dollars)

Industry/Gender	New York Puerto Rican	New York White	Illinois Puerto Rican	Illinois White
Manufacturing				
Male	$45,853	$62,403	$25,300	$64,223
Female	31,448	37,160	21,333	33,500
Transportation				
Male	35,096	55,671	33,000	51,486
Female	31,857	36,081	36,500	32,471
Wholesale				
Male	37,654	67,696	80,000*	60,450
Female	16,000	36,998	——	30,425
Retail				
Male	27,837	40,820	24,667	39,743
Female	18,403	22,942	24,721	20,184
Business				
Male	70,257*	54,503	29,000	50,946
Female	29,330	37,628	23,000	32,221
Finance				
Male	40,368	70,000	13,800	67,531
Female	29,268	37,704	10,000	30,712
Professional				
Male	35,375	52,340	29,000	52,795
Female	24,826	30,931	19,443	28,028

Source: 1990 Bureau of the Census, Public Use Microdata (5%) Sample, 95% Confidence Interval
Compiled by Tomas Rivera Center Research Staff

*The number of cases used to determine mean wages is in some instances as few as one. Sample sizes from a 5 percent file are expectedly small. Data is provided for all cases regardless of sample size.

TABLE 17c
COMPARISON OF THE MEAN WAGE INCOME OF CUBAN, OTHER HISPANIC, AND WHITE MANAGERS BY STATE, PRIVATE-FOR-PROFIT INDUSTRY, AND GENDER
(MEAN WAGE in dollars)

Industry/Gender	California Other Hispanic	California White	Florida Cuban	Florida White
Manufacturing				
Male	$34,301	$38,666	$42,047	$33,659
Female	27,773	31,662	21,345	27,317
Transportation				
Male	34,176	50,677	43,761	48,063
Female	32,513	32,933	27,193	29,833
Wholesale				
Male	50,920	58,283	45,496	53,186
Female	40,980	29,125	22,808	28,160
Retail				
Male	24,749	36,439	32,187	36,950
Female	22,125	18,461	17,405	20,064
Business				
Male	45,418	45,468	32,380	40,164
Female	21,049	29,037	16,980	25,645
Finance				
Male	62,528*	59,240	29,644	50,489
Female	28,497	29,467	30,500*	25,672
Professional				
Male	41,111	51,024	54,045*	47,585
Female	26,250	26,773	45,201*	24,858

Source: 1980 Bureau of the Census, Public Use Microdata (5%) Sample; 95% Confidence Interval
Compiled by Tomas Rivera Center Research Staff

*The number of cases used to determine mean wages is in some instances as few as one. Sample sizes from a 5 percent file are expectedly small. Data is provided for all cases regardless of sample size.

TABLE 18a
COMPARISON OF THE MEAN WAGE INCOME OF MEXICAN AMERICAN AND WHITE EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL POPULATIONS, IN SELECTED PRIVATE-FOR-PROFIT INDUSTRIES BY GENDER AND STATE[1]

Industry/Gender	California Mexican American	California White	Illinois Mexican American	Illinois White	Texas Mexican American	Texas White
Manufacturing						
Male	23.8	34.1	22.9	35.1	16.7	32.0
Female	12.5	15.2	13.9	16.9	8.0	12.8
Transportation						
Male	10.6	10.2	15.7	9.2	11.0	12.2
Female	5.4	6.6	9.2	7.1	7.1	7.7
Wholesale						
Male	5.1	6.5	10.0	7.3	6.0	7.5
Female	3.9	4.2		4.3	3.6	5.2
Retail						
Male	25.5	15.2	28.6	13.7	34.3	14.0
Female	25.4	18.6	23.1	18.9	30.7	17.9
Business						
Male	11.3	8.7	5.7	8.5	12.6	10.3
Female	4.3	7.0	7.7	6.9	5.8	7.4
Finance						
Male	13.8	12.7	7.1	12.2	7.8	12.9
Female	21.3	19.8	15.4	18.3	16.7	21.7
Professional						
Male	9.9	12.5	10.0	11.7	11.6	11.1
Female	27.2	28.6	30.8	27.6	28.3	27.3

Source: 1990 Bureau of the Census, Public Use Microdata (5%) Sample, 95% Confidence Interval
Compiled by Tomás Rivera Center Research Staff

*The number of cases used to determine mean-wages is in some instances as few as one. Sample sizes from a 5 percent filee are expectedly small. Data is provided for all cases regardless of sample size.

- Tables 18a, 18b, and 18c illustrate comparisons on a state-by-state basis by industry, gender, and ethnicity of the within group distribution for managerial occupations. Each column illustrates the within group distribution for a particular industry, etc. Thus, 23.8 percent of Mexican American men in California who hold managerial occupations work in the manufacturing industry; as opposed to 34.1 percent of white non-Hispanic males. Also in California, 27.2 percent of Mexican American women who hold managerial occupations work in the professional industries; as opposed to 28.6 percent of white non-Hispanic women.

[1]Comparisons made in states with large populations of Hispanic subgroups. Percentage are of total male and female Hispanic subgroup managerial population.

TABLE 18b
COMPARISON OF PERCENTAGE OF PUERTO RICAN AND WHITE EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL POPULATIONS, IN SELECTED PRIVATE-FOR-PROFIT INDUSTRIES BY GENDER AND STATE[1]

Industry/Gender	New York Puerto Rican	New York White	Illinois Puerto Rican	Illinois White
Manufacturing				
Male	15.6	30.9	35.3	35.1
Female	15.0	16.8	7.1	16.9
Transportation				
Male	10.2	9.3	11.7	9.2
Female	9.7	5.8	35.3	7.1
Wholesale				
Male	5.5	6.8	5.9	7.3
Female	1.8	4.6	7.1	4.3
Retail				
Male	15.6	14.4	17.6	13.7
Female	10.5	13.8	14.3	18.9
Business				
Male	4.7	8.4	5.9	8.5
Female	8.8	8.9	7.1	6.9
Finance				
Male	30.5	16.7	5.9	12.2
Female	23.77	20.4	21.4	18.3
Professional				
Male	18.0	13.6	17.7	11.7
Female	30.7	29.8	42.9	27.6

Source: 1990 Bureau of the Census, Public Use Microdata (5%) Sample; 95% Confidence Interval
Compiled by Tomas Rivera Center Research Staff

[1]Comparisons made in states with large populations of Hispanic subgroups. Percentages are of total male and female Hispanic subgroup managerial population.

TABLE 18c
COMPARISON OF PERCENTAGE OF CUBAN, OTHER HISPANIC, AND WHITE EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL POPULATIONS, IN SELECTED PRIVATE-FOR-PROFIT INDUSTRIES BY GENDER AND STATE[1]

Industry/Gender	California Other Hispanic	California White	Florida Cuban	Florida White
Manufacturing				
Male	27.9	34.1	14.5	24.3
Female	21.0	15.2	15.4	10.7
Transportation				
Male	8.4	10.2	11.8	12.3
Female	10.1	6.6	13.5	7.0
Wholesale				
Male	6.2	6.5	18.4	7.2
Female	4.2	4.2	9.6	4.2
Retail				
Male	19.0	15.2	17.1	19.2
Female	15.1	18.6	11.5	19.1
Business				
Male	11.2	8.7	7.9	10.3
Female	9.2	7.0	15.4	7.0
Finance				
Male	12.3	12.7	15.8	15.2
Female	16.0	19.8	23.1	23.2
Professional				
Male	15.1	12.5	14.5	11.6
Female	24.4	28.6	11.5	28.8

Source: 1990 Bureau of the Census, Public Use Microdata (5%) Sample; 95% Confidence Interval
Compiled by Tomas Rivera Center Research Staff

[1]Comparisons made in states with large populations of Hispanic subgroups. Percentages are of total male and female Hispanic subgroup managerial population.

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TABLE 19a
COMPARISON OF MEXICAN AMERICAN AND WHITE EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL POPULATIONS, IN SELECTED PRIVATE-FOR-PROFIT INDUSTRIES BY GENDER AND STATE

(% OF STATE TOTAL)

Industry/Gender	California Mexican American	California White	Mexican American	White	Texas Mexican American	Texas White
Manufacturing						
Male	.9	94.9	.4	95.9	3.3	92.1
Female	1.6	91.6	1.0	92.7	5.2	88.2
Transportation						
Male	1.3	93.0	1.1	91.5	5.5	89.7
Female	1.5	88.1	1.5	87.5	7.5	84.8
Wholesale						
Male	1.0	93.6	.9	96.5	5.0	91.0
Female	1.8	91.2		94.7	5.8	88.7
Retail						
Male	1.9	88.2	1.4	91.4	12.7	76.7
Female	2.6	88.8	1.4	90.7	12.3	75.9
Business						
Male	1.6	92.8	.5	94.4	7.2	87.0
Female	1.2	92.1	1.3	90.6	6.6	87.7
Finance						
Male	1.3	92.7	.4	95.8	3.8	92.0
Female	2.1	90.5	1.0	91.2	6.4	87.4
Professional						
Male	9.4	91.4	.6	92.4	6.2	87.2
Female	1.8	89.1	1.3	86.9	8.1	82.6

Source: 1990 Bureau of the Census, Public Use Microdata (5%) Sample; 95% Confidence Interval
Compiled by Tomás Rivera Center Research Staff

- Tables 19a, 19b, and 19c illustrate the within state representation of Hispanic subgroups and white non-Hispanics. Thus, in California, Mexican American males hold .9 percent of all the managerial, while white non-Hispanic males hold 94.9 percent. Combined, the two groups hold 95.8 percent of the managerial occupations in the state industry.

TABLE 19b
COMPARISON OF PUERTO RICAN AND WHITE EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL POPULATIONS, IN SELECTED PRIVATE-FOR-PROFIT INDUSTRIES BY GENDER AND STATE
(% OF STATE TOTAL)

Industry/Gender	New York Puerto Rican	New York White	Illinois Puerto Rican	Illinois White
Manufacturing				
Male	.4	94.7	.2	95.9
Female	1.1	89.0	.1	92.7
Transportation				
Male	.9	90.7	.2	91.5
Female	1.9	81.0		87.5
Wholesale				
Male	.7	95.7	.1	96.5
Female	.5	91.4	.4	94.7
Retail				
Male	.9	90.6	.2	91.4
Female	1.0	90.7	.2	90.7
Business				
Male	.5	90.7	.1	94.4
Female	1.3	90.3	.3	90.6
Finance				
Male	1.4	85.6	.1	95.8
Female	1.4	86.2	.3	91.2
Professional				
Male	1.1	90.0	.2	92.4
Female	1.3	86.9	.4	86.9

Source: 1980 Bureau of the Census, Public Use Microdata (5%) Sample; 95% Confidence Interval
Compiled by Tomás Rivera Center Research Staff

TABLE 19c
COMPARISON OF CUBAN, OTHER HISPANIC, AND WHITE EXECUTIVE, ADMINISTRATIVE, AND MANAGERIAL POPULATIONS, IN SELECTED PRIVATE-FOR-PROFIT INDUSTRIES BY GENDER AND STATE

(% OF STATE TOTAL)

Industry/Gender	California Other Hispanic	California White	Florida Cuban	Florida White
Manufacturing				
Male	.4	94.9	.5	88.3
Female	.7	91.6	1.1	86.4
Transportation				
Male	.4	93.0	.7	86.6
Female	.8	88.1	1.4	81.2
Wholesale				
Male	.4	93.6	1.8	81.6
Female	.5	91.2	1.6	78.8
Retail				
Male	.5	88.2	.6	85.1
Female	.4	88.8	.5	86.3
Business				
Male	.6	92.8	.6	88.1
Female	.7	92.1	1.7	87.4
Finance				
Male	.4	92.7	.8	87.6
Female	.1	90.5	.8	87.9
Professional				
Male	.5	91.4	.9	87.3
Female	.4	89.1	.3	86.5

Source: 1990 Bureau of the Census, Public Use Microdata (5%) Sample; 95% Confidence Interval
Compiled by Tomás Rivera Center Research Staff

TABLE 20
HISPANIC* AND WHITE NON-HISPANIC MEAN WAGE INCOME BY AGE AND EDUCATION, IN SELECTED PRIVATE-FOR-PROFIT INDUSTRIES IN THE U.S.

(in dollars)

Ethnicity/Age/Education	Manufacturing	Transportation	Utilities	Wholesale
Hispanic/25-34				
Some College	$30,679	$28,550	**	$34,075
College	36,788	33,770	**	**
Post College	60,394	**	**	**
White Non-Hispanic/25-34				
Some College	$32,933	$32,680	$28,665	$31,399
College	42,171	41,464	42,400	42,575
Post College	53,036	52,388	57,124	52,811
Hispanic/35-44				
Some College	$32,258	$38,442	**	$34,080
College	54,171	51,743	**	**
Post College	79,722	**	**	**
White Non-Hispanic/35-44				
Some College	$42,684	$43,776	$43,884	$42,116
College	59,587	55,067	55,261	61,511
Post College	70,449	65,430	65,198	72,095
Hispanic/45-54				
Some College	$51,688	$44,714	**	$35,800
College	63,438	**	**	**
Post College	48,800	**	**	**
White Non-Hispanic/45-54				
Some College	$52,710	$47,058	$43,745	$56,694
College	72,730	67,218	72,087	84,301
Post College	87,981	84,477	85,869	**

*Includes Native-born Mexican, Puerto Rican, Cuban, and Other Hispanic Subgroups.
**Cells with less than 5 cases are not included in the table. (Note: Small sample sizes increase the effects of standard error. The mean wages of Hispanics in this sample, in many cases, represent the reported wages for as few as ten cases due to the size of the sample and the relatively low number of Hispanics in managerial occupations.)
Post College means graduate degree or professional degree completed.

Source: 1990 Bureau of the Census, Public Use Microdata (5%) Sample; 95% Confidence Interval
Compiled by Tomás Rivera Center Research Staff

CON'T—TABLE 20
HISPANIC* AND WHITE NON-HISPANIC MEAN WAGE INCOME BY AGE AND EDUCATION, IN SELECTED PRIVATE-FOR-PROFIT INDUSTRIES IN THE U.S.

(in dollars)

Ethnicity/Age/Education	Retail	Business	Finance	Insurance	Professional
Hispanic/25-34					
Some College	$20,490	$23,002	$25,478	**	$20,784
College	30,069	38,448	26,417	**	26,029
Post College	**	**	**	**	38,080
White Non-Hispanic/25-34					
Some College	$23,805	$27,747	$28,458	$29,449	$23,424
College	30,612	37,029	38,391	36,004	31,533
Post College	37,280	38,785	62,301	**	36,974
Hispanic/35-44					
Some College	$37,928	$30,289	$35,773	**	$22,747
College	38,750	46,289	54,231	**	34,848
Post College	**	**	83,205	**	38,552
White Non-Hispanic/35-44					
Some College	$32,204	$37,623	$37,199	$39,016	$28,879
College	45,979	54,121	60,318	61,259	42,314
Post College	65,549	67,729	84,879	74,629	51,530
Hispanic/45-54					
Some College	$32,181	$33,262	$55,414	**	$29,949
College	**	**	**	**	39,800
Post College	**	**	**	**	41,725
White Non-Hispanic/45-54					
Some College	$35,562	$42,917	$40,570	$50,293	$32,123
College	59,649	65,426	70,984	73,640	47,910
Post College	**	**	**	**	**

*Includes Native-born Mexican, Puerto Rican, Cuban, and Other Hispanic Subgroups.
**Cells with less than 5 cases are not included in the table. (Note: Small sample sizes increase the effects of standard error. The mean wages of Hispanics in this sample, in many cases, represent the reported wages for as few as ten cases due to the size of the sample and the relatively low number of Hispanics in managerial occupations.
Post College means graduate degree or professional degree completed.

Source: 1990 Bureau of the Census, Public Use Microdata (5%) Sample; 95% Confidence Interval
Compiled by Tomás Rivera Center Research Staff

"When people are thinking of who they'll promote, whether consciously or subconsciously, a picture of a white male pops into their minds and that's their definition of what a manager should look like."

Testifier
Glass Ceiling Public Hearing
Cleveland, Ohio
April 22, 1994

"What women want, Mr. CEO, is simply a level playing field in the workplace not separate-but-equal accommodations."

Jane White
A Few Good Women

GENERAL BACKGROUND

A classic *glass ceiling* for women still exists, despite the fact that over the past decade women have moved slowly up the ladder in the largest U.S. corporations. Still, only 3 - 5 percent of senior positions are held by women—far too few in proportion to their numbers in the labor force. The absolute numbers are low. For example, in 1992, Korn/Ferry sent out a survey to 2,165 senior women executives in the Fortune 2000 industrials and service companies. When Korn/Ferry selected for analysis those women who were in the 1000 largest industrials and 500 largest service industries, they found that only 5 percent of those senior women are minorities. (It is important to note that most research on women in executive positions has relied on the Fortune 2000 companies. Relatively little is known as yet about what is happening to women in non-Fortune 2000 or middle-sized businesses, although that is where most women are employed.) Many of the 439 female senior executives who participated in a 1992 Korn/Ferry International Survey are not convinced that the battle is won, their views of the future are generally optimistic.

The Fortune companies' influence in the marketplace is substantial. They often serve as bellwethers of change. It is significant, therefore, that two Fortune 1000 companies are now headed by white female CEOs. Furthermore, the presence and visibility of women executives have influenced the appointment of women to corporate boards of directors. For the Fortune 1000 companies, the

Only 5 percent of senior positions are held by women—far too few in proportion to their numbers in the labor force.

number of directorships (board seats) held by women increased 13 percent from 1993 to 1994 (731 to 814). The number of women serving on boards increased by 14 percent from 1993 to 1994 (500 to 570). According to a 1994 Catalyst survey women occupied only 6.9 percent of the seats on corporate boards of directors—up from 6.2 percent in 1993. Half of the Fortune 500 Industrial Service companies have at least one female board member. Approximately half of the 70 new women on boards have never before served on a *Fortune 500/Service* 500 board. Sixty- four companies that had no women on their boards in 1993 now have at least one female director. Each of the ten most profitable Fortune 500 companies has at least one female director and five have two.

A 1992 Heidrick & Struggles report, *Minorities and Women on Corporate Boards,* based on a survey of 806 public Fortune companies, showed that white women held 5.3 percent of board seats, African American women, 0.3 percent, Hispanic American women, 0.1 percent, and Asian and Pacific Islander American women, 0.01 percent. (White men held 88.9 percent of the board seats, African American men, 1.8 percent, Hispanic American men, 0.7 percent, and Asian and Pacific Islander American men, 0.2 percent. Non-U.S. citizens held 2.85 percent of all the seats, slightly below the percentage of seats held by *all* U.S. citizens who were racial or ethnic minorities.)

Contrary to indications from current data, the majority of the CEO participants in the Commission's survey believe that women no longer confront serious glass ceiling problems. The CEOs were encouraged by the fact that the successful performance of women in top-level positions was overcoming the stereotypes that have historically limited women's upward mobility. The CEOs did admit that the attitudes and biases of middle-level managers continue to create barriers to the advancement of women. Catalyst research also shows that acceptance of traditional stereotypes of women has influenced middle managers to move women to staff rather than to the line jobs that relate directly to a company's profitability and lead to the positions above the glass ceiling.

On the other hand, a 1990 Financial Women International survey of male CEOs and female vice presidents indicated a distinct disparity between the men's and women's perceptions of the existence of a glass ceiling. Seventy-three percent of the male CEOs said they don't think there is a glass ceiling; seventy one percent of the female vice presidents think there is. Polly DiGiovacchino, president of the group that conducted the survey, pointed out, *"There is definitely a gap between reality and perception."*

The CEOs who were interviewed did not differentiate between minority and white women except to

state that they believed that compensation parity between white non-Hispanic women and other women of color had been achieved. Data however, show that very few Hispanic women and women of color are employed in private sector management and very few have advanced into senior positions.

Research indicates that minority women clearly perceive that they carry a double burden and almost all of them believe that it is harder for them to break through the glass ceiling than for their non-Hispanic white female peers. (However, African American women as a proportion of all female senior executives surveyed by Korn/Ferry International in 1992 may be doing better—2.3 percent—than were African American males as a proportion of all male senior executives surveyed by Korn/Ferry in 1989—0.6 percent. In absolute numbers, the Korn/Ferry samples of senior-level executives included four African American men and ten African American women. These surveys lend support to the contention that minority women are promoted over minority men to use their double count toward meeting diversity targets.)

Most minority women interviewed felt that they are perceived first as minorities and then, and only later, as women. Most identify themselves in that order as well. For this reason the views and perceptions of minority women have been outlined in the environmental scans of specific groups in the context of each group's experience. They will not be repeated here. This environmental scan of women includes comparative information on the status, preparation, opportunity, and placement of all groups of women.

THE PERCEPTIONS

How CEOs Perceive Glass Ceiling and Women:

The majority of the CEOs interviewed in the Glass Ceiling Commission survey think of the glass ceiling as something that used to affect women—white and non-white—but that is no longer a real problem for them. Without exception they expressed strong support for the concept of women's advancement to corporate senior management.

Although most CEOs thought that compensation parity between white non-Hispanic women and minority women had been reached, they agreed that parity between women and white non-Hispanic men had not been achieved, either in terms of equal access to senior decisionmaking jobs or in compensation. However, the majority of CEOs interviewed demonstrated that their companies had some women above the glass ceiling or ready to move through it. The majority of these companies had other women managers steadily climbing the promotion ladder.

"Women and minorities are as smart as white males and there is no reason why diversity should not be equated and supported by quality and merit."

All attributed the relative success of women versus minority males to two factors:

- women have been in corporate management longer (CEOs estimate that it takes 20 to 25 years for any aspiring manager white or non-white, to move through the glass ceiling), and
- the category of women, which includes all white women and women of color, represents more than half the total population—simply put, there are far more women than there are minority men.

Although some CEOs admitted that it is not always easy to persuade managers down the line to change their attitudes and practices that have limited the mobility of women and minorities, the CEOs interviewed are generally sanguine about the glass ceiling. They believe either that it no longer applies to women or that it is about to disappear for women. They recognize that the number of women at the top is still small, but they believe that change is inevitable.

Remarks made by CEOs on the topic of women and the glass ceiling include:

"Gender is not a problem in finding highly qualified employees."

"The issue has to be forced but if the minorities and women are hired on merit and can compete, there is grudging acceptance. The first time we hired a woman she went through a zillion interviews and there was deep resistance. Now we hire men and women at a 60/40 ratio, and we'd be comfortable with 50/50. The men have seen that the women are high performers. Now there are women who outrank men and who supervise men with no problem."

"I question the pernicious, sexist, and racist assumptions of the phrases 'qualified women' and 'qualified minorities.' We don't find it necessary to talk about qualified males."

How White Women Perceive Glass Ceiling Issues

The perceptions quoted in this section are drawn from the testimony of women who spoke at the five public hearings sponsored by the Glass Ceiling Commission, from a 1992 Catalyst study, *Women in Engineering: An Untapped Resource*, and from Jane White's book, *A Few Good Women: Breaking the Barriers to Top Management.*

"As an upper-level manager and an executive for [a major hotel chain] *I kind of feel like I'm on the other side sometimes. I will say though that, contrary to some of my male counterparts who wonder what is the glass ceiling, they don't understand the terms. They don't see it, so they're not sure that it's*

even there."

"It was amazing to me that in that short time period, an employer would take up valuable minutes asking about family instead of qualifications for the job. I myself was asked how many words I typed per minute. . . I guess I was fool enough to think that graduating ***magna cum laude*** *from undergraduate and completing my* ***juris doctor*** *degree would alleviate the emphasis on my typing abilities."*

"It's not whether you're effective in getting results, it's a question of whether you fit some view of what a wife or mistress or daughter or somebody ought to look like."

"People build their expectations on the basis of experience, and they come to these environments where there are nine men and one woman, and they immediately think that I am the one who brings papers or takes coats."

"My boss is somewhat uncomfortable with me because I am a woman at a high level. He has told me so."

"My experiences are the things that you've heard, but some of the things that I did when I was working with the company, I believe made a difference. I'd win a lot of awards when I'd win contests and they'd give me money clips and tie tacks. And I'd say, 'What am I supposed to do with these things? I don't need a money clip. I don't need a tie tack.' And so, I made a very strong point of asking for gender-nonspecific gifts when we won something like that."

"So, I think one of the things that needs to be done on a widespread basis is the blue eye/brown eye experiment that we've seen that has worked with racial discrimination—where blue-eyed people are given a collar and put in the rooms and made to feel very uncomfortable and to experience all the things that they've never experienced. White men, on the whole, all need to go through that experience. They don't understand what we go through because they have never been compelled to put themselves in the position of being the only anything."

"When people are thinking of who they'll promote, whether consciously or subconsciously, a picture of a white male pops into their minds and that's their definition of what a manager should look like."

The following information on senior women executives was drawn from the 1982 and 1992 Korn/Ferry International Surveys. It applies almost exclusively to the perceptions and experiences of white non-Hispanic women because 95 percent of the senior female executives in the Fortune 1000 industrial and Fortune 500 service

"When I told my boss I was interested in becoming a manager, he said he didn't envision a woman manager in his lifetime."

Almost 93 percent of the 439 senior women executives surveyed by Korn/Ferry International in 1992 felt that a glass ceiling for women still exists.

industries who participated in the survey were non-Hispanic white women.

- Almost 93 percent of the 439 senior women executives surveyed by Korn/Ferry International in 1992 felt that a glass ceiling for women still exists.
- On the other hand, 96 percent of these 439 executives believe that women are continuing to make progress in business. The majority of those surveyed in 1982 expect that women will constitute 20 percent of their company's senior management by the year 2000.
- Forty-five percent of all the senior executive women surveyed said that they aspired to a higher level office and 14 percent of all surveyed aspired to be CEOs.
- Two-thirds of the women in the Korn/Ferry sample do not think that male backlash has increased now that more women are in competitive positions with men. On the other hand, a quarter of the women in the survey feel that "being a woman/sexism" was the biggest obstacle they have had to overcome and 59 percent of the survey participants have personally experienced sexual harassment on the job.

What are the Stereotypes about Women?

The stereotypes and preconceptions described in the following paragraphs are those applied to women regardless of race or ethnicity. The Environmental Scans of Asian and Pacific Islander Americans, African Americans, Hispanic Americans, and American Indians presented additional stereotypes that affect women of color and Hispanic women. These women labor under a double burden of race or ethnicity and gender.

Commission research shows that stereotypes that have been applied across the board to women of all races and ethnicities include: *not wanting to work/ not being as committed as men to their careers/ not being tough enough /being unwilling or unable to work long or unusual hours/ being unwilling or unable to relocate/ unwilling or unable to make decisions/ too emotional/ not sufficiently aggressive/ too agressive / too passive/ and lacking quantitative skills.*

Not all of the stereotypes are, on the surface, negative. Women are also perceived by male managers as *good with people/ warm and nurturing/creative/ hard-working/ loyal/* and *good team players.*

It should be noted that women's "leadership style" has been the subject of research. Sally Helgesen's study of female managers concluded that women operate most effectively by being in the middle of things—listening, communicating, and empowering others to act. Helgesen coined the phrase "web of inclusion" to describe what she sees as an alternative to traditional command-and-control. Helgesen's conclusions are reinforced by

the work of Anne Jardim, Dean of the Simmons Graduate School of Management, who uses the term *"centrarchies"* to describe a circle-like organization that she believes women tend to favor. University of California professor Judy B. Rosener describes the leadership style of successful women as "interactive," a model that emphasizes positive interactions with others. Based on her 1990 study of International Women's Forum members, published in the *Harvard Business Review*, Rosener concluded that a "second wave" of executive women are *"succeeding because of—not in spite of—certain characteristics generally considered to be 'feminine' and inappropriate in leaders."* At the same time, it must also be noted, as Dawn-Marie Driscoll and Carol R. Goldberg point out in their 1993 book, *Members of the Club: The Coming of Age for Executive Women*,

> *"Management theories that favor less authority at the top and a more participatory style have been around for a long time. . . male-oriented cultures as diverse as Japanese companies or Levi-Strauss seem to have perfected the art of participatory management."*

A REALITY CHECK:
Perceptions and Stereotypes -Versus the Facts

The Basic Facts

Women in the Labor Force

- In 1994, there were 58.4 million women in the labor force. They represented 45.6 percent of the total labor force or 57.9 percent of all women. (Bureau of Labor Statistics)
- The Bureau of the Census reported the 1990 racial/ethnic breakdown of women in the workforce as follows:

Total—All Women—1990	**100%***	**56,553,624**
White	77.2%	43,645,395
African American	12.0%	6,765,395
Hispanic American	7.2%	4,055,665
Asian and Pacific Islander American	3.0%	1,692,093
American Indian	0.7%	395,076

(*Data do not always add up to 100.0 percent due to rounding errors.)

A REALITY CHECK:
Perceptions and Stereotypes -Versus the Facts

Women as Managers

- In 1990 the Bureau of Labor Statistics reported the number of female managers—defined by the federal government as *executives, administrators, and managers*—was 6 million. The number of male managers was 9 million.
- **Private surveys conducted by Korn/Ferry and Catalyst, show that women represent from 3 percent to 5 percent of all senior managers—vice president and above—in the private sector. In 1991, then Secretary of Labor Lynn Martin released a Department of Labor Glass Ceiling report which showed that only 6.6 percent of executive level jobs in the 94 companies surveyed.**
- The findings of a 1992 Korn/Ferry Survey of women in senior management positions in the Fortune 1000 industrial and 500 service companies refute many of the popular stereotypes about women that have been cited for why "they are not senior management material." For example,

— women are not as committed to their careers as men, yet only a third of the women had ever taken a leave of absence. Almost two-thirds of these leaves were for less than six months and 82 percent of these leaves were for maternity or other family reasons. **If maternity is controlled for, more men in the Korn/Ferry surveys took leaves of absence than did women.**

— Women will not work long hours, yet the respondents in the Korn/Ferry survey worked an aver age of 56 hours a week in 1992. This is the same number of hours reported by their male counter parts in a similar 1989 Korn/Ferry survey.

— Women cannot or will not relocate, yet only 14.1 percent of the women in the 1992 survey refused relocation. Twenty percent of their male counterparts reported refusing relocation in the 1989 Korn/Ferry survey. It is interesting to note that Korn/Ferry found that women *are not asked to relocate* as frequently as men. The failure to provide this opportunity may prejudice their chances for advancement.

— Women lack quantitative skills, yet 23 percent of women and 27 percent of men have spent most of their corporate careers in finance. Sixteen percent of men and 26 percent of women are in the commercial banking or diversified financial sectors.

— Women are warmer and more nurturing than men, yet *"concern for people"* was cited as important by 33 percent of men and only 18 percent of women in the Korn/Ferry suverys.

In the Korn/Ferry Survey, 40.1

percent of senior female executives had

MBAs and 25.2 percent held

law degrees.

The Participation of Women in Corporate America

Preparedness:

—Are Women Prepared to Participate in Corporate America?

Although more men than women continue to earn the degrees and credentials that are now generally considered to be prerequisites for senior management positions in the private sector, the gap is closing.

- In 1990 the National Center for Education Statistics reported that 8,408,000 women (6.5 percent of all women) and 10,597,000 men (8.6 percent of all men) in a total civilian workforce of 107,657,000 individuals 25 years or older held bachelor's degrees.
- The number of women holding post graduate degrees has steadily increased. In 1990, 5,202,000 women held post graduate degrees. At the same time, 6,086,000 men in the workforce held such degrees.
- The National Center for Educational Statistics reported that in 1991 white non-Hispanic women earned 141,058 master's degrees; African American women earned 10,429; Hispanic women earned 4,715; Asian and Pacific Islander American women earned 4,861; and American Indian women earned 677.
- Although the advanced degrees earned by all women continue to be heavily concentrated in education, in 1994, the National Center on Educational Statistics reports that 14 percent of the master's degrees earned by both white and minority women are in the field of business management. Forty-four percent of the master's degrees earned by white non-Hispanic men are in the field of business management.
- In the Korn/Ferry Survey, 40.1 percent of senior female executives had MBAs and 25.2 percent held law degrees.

Placement and Opportunity :

—Where are Women Managers?

—What Opportunities Are Available to Them?

Commission research and review of nongovernment surveys reveal the following information and data on where women are in Corporate America and how they are faring:

- The representation of women in the private sector differs significantly by group. According to the 1991 Earnings and Employment Surveys of the Bureau of Labor Statistics, U.S. Department of Labor, the following percentages of women managers were in the private sector:

  —35 percent of all white non-Hispanic women managers were in the private sector

—3.4 percent of all African American women managers were in the private sector

—2.0 percent of all Hispanic American women managers were in the private sector

—1.2 percent of all Asian and Pacific Islander American women managers were in the private sector, and

—0.2 percent of all American Indian women managers were in the private sector.

- Research reveals that women of all racial/ethnic groups are more likely to be employed in the service industries and in finance, insurance, real estate, and the wholesale/retail trade industries than are men. Nearly 75 percent of employed women work in these industries.
- Some Catalyst research suggests that male managers in these industries are reluctant to risk placing women in line positions because of stereotypes and preconceptions about women these managers hold.
- Given this reluctance, it is not surprising that a Catalyst survey found that women in the private sector are still concentrated in staff positions in "traditionally" female functional areas such as human resources, corporate communications, community and government relations, and the staff side of marketing and finance.

- Minority women experience the same barriers as white non-Hispanic women but the impact on them is greater. Because their numbers are smaller there are fewer male or female role models of the same race or ethnicity, and they are subject to racial and ethnic stereotypes as well as general stereotypes about women.
- Opportunities for advancement by minorities and women to senior positions, and especially for minority women, are limited by job placement that influences pay and advancement. The Commission's research papers suggest that women are often steered into jobs that limit possibilities for their career growth. Examples include gender- and race-based stereotyping of jobs, pay inequities, and "mommy-track" policies.
- The lack of family-friendly workplace practices is often cited as a barrier for female managers who must juggle home and professional responsibilities. Commission research shows that when companies do offer such programs, only a few career managers—male or female—take advantage of them, largely because they perceive that it may prejudice a climb up the corporate ladder. But glass ceiling research also reveals that those women who have availed themselves of the benefits of family-friendly programs have not sacrificed their opportunity for advancement.

The lack of family-friendly workplace practices is often cited as a barrier for female managers who must juggle home and professional responsibilities.

Between 1982 and 1992, the proportion of women holding the title of Executive Vice President rose from 4 percent to 9 percent. In that same period, the proportion of those at the Senior Vice President level rose from 13 percent to 23 percent.

- Despite the obstacles women have faced in getting on the track to senior management, they have persisted, persevered, and delivered high performance. As a consequence, an increasing number who have been in Corporate America for a dozen or more years are playing senior leadership roles and 60 percent of the female executives surveyed in the 1992 Korn/Ferry report that they expect to be members of the top senior management team by the year 2000. (This is an increase over the proportion of women in the 1982 Korn/Ferry Survey who expected to break through to the top.)
- The experience of the Korn/Ferry survey participants reveals that the following additional encouraging changes have occurred over the decade:
  - —Between 1982 and 1992, the proportion of women holding the title of Executive Vice President rose from 4 percent to 9 percent.
  - —In that same period, the proportion of women at the senior vice president level rose from 13 percent to 23 percent.
- Commission research shows that women appear to have the best opportunity for advancement into management and decisionmaking positions in three types of industries:
  - —Those which are fast-growing, for example, business services.
  - —Those where change (i.e., deregulation or restructuring) has occurred, for example, in telecommunications.
  - —Those with a female-intensive workforce, for example, insurance and banking.

Compensation

—How are Women Compensated?

Women's advances in title and responsibility are also being reflected in rising levels of compensation. For example:

- Korn/Ferry surveys in 1982 and 1992 show that in those 10 years *average annual base salary plus bonus* for senior women executives rose from $92,000 to $187,000.
- The same surveys show that 30 percent of senior women executives earned over $200,000 in 1992 versus only 2.7 percent in 1982.

The progress made by women senior executives does not mean that their earnings are comparable to male executives. The predominantly male sample of the 1989 Korn/Ferry survey showed *an average annual base salary plus bonus* of $289,000. (Part of the $102,000 difference in average compensation between the men surveyed in 1989 and the women surveyed in 1992 may be due to the shorter average tenures of the women.

A significant number of women may just be entering their higher earning years.)

IN SUM

White women are advancing but progress is slow. Minority women are even more severely underrepresented in senior management in the private sector than their white female peers. Nonetheless, growing numbers of women—minority and nonminority—are earning the credentials required for senior management positions.

Public hearings, glass ceiling research, and private studies all indicate that the major barriers to the achievement of senior management positions by women in the private sector are these:

- Clustering of women in "traditionally female positions" that are dead-end
- Resistance of many middle-level and upper-level managers to place women in the line positions that feed into the senior management positions above the glass ceiling
- Lack of mentoring and lack of access to assignments and job rotation that provide visibility
- Exclusion from informal communications networks
- Prevalence of bias, insensitivity, and incidents of sexual harassment
- Lower compensation levels which act to disqualify high potential women as executive search firm candidates when corporations are looking outside for senior managers

SECTION V

GLASS CUTTING BEAUTIES: AN INDUSTRY COMPARATIVE

BEST COPY AVAILABLE

GLASS CEILING REALITIES: AN INDUSTRY COMPARATIVE
EXECUTIVES, ADMINISTRATORS, AND MANAGERS OF PRIVATE-FOR-PROFIT COMPANIES

Prepared by the Asian and Pacific Islander Center for Census Information and Services for the Glass Ceiling Commission March 3, 1995

The glass ceiling continues to be a real issue for minorities and women who work as executives, administrators, and managers of private-for-profit companies. The comparative analysis that follows synthesizes two key factors that relate to the glass ceiling reality: (1) industry representation of non-Hispanic whites, minorities, and women as executives, administrators and managers, and (2) income or "return on investment."

It is important to understand that available data do not disaggregate executives, administrators, or managers by level of responsibility. Therefore, this analysis includes all individuals who carry the title of executives, administrators, or manager.

In terms of workforce representation amongst executives, administrators, and managers of private-for-profit companies the data show:

- The male population dominated its female counterpart in all industries
- The African American, Asian and Pacific Islander American and Hispanic American Populations tended to be proportionately underrepresented in all industries; the white population tended to be proportionately overrepresented in all industries.
- The white male population was proportionately overrepresented in most industries; all other men and women were generally proportionately underrepresented.

In terms of mean income of executives, administrators, and managers of private-for-profit companies:

- The male population with a bachelor's or master's degree had considerably higher mean incomes than their female counterparts.
- The African American, Asian and Pacific Islander American, and Hispanic American populations generally earned lower mean incomes than their white counterparts.
- The white male population generally earned the highest mean incomes; all other men and women generally had lower mean incomes.

INDUSTRY REPRESENTATION

Nationally, the total number of people in the workforce in 1990 was 128,869,945 comprising approximately 52% of the total U.S. population. Of that, 54.3% was male and 45.7% was female. In examining the specified industries by race and gender, it is clear that the white non-Hispanic male executives, administrators, and managers of private-for-profit Companies dominate each given field. Representation by race and gender in each of the industries were obtained by comparing the relative proportions of each cohort against their respective workforce proportions. The non-Hispanic White population constituted 78.8% of the total workforce; the Black population, 10%; the American Indian/Eskimo/Aleut, 0.6%; the Asian and Pacific Islander, 2.8%; and the Hispanic, 7.8%. Displayed below are the proportionate gender representations of the total workforce populace:

Race	% of Total Workforce	Male	Female
non-Hispanic White	78.8%	43.2%	35.6%
African American	10.1%	4.1%	5.3%
American Indian/ Eskimo/Aleut	0.6%	0.3%	0.3%
Asian and Pacific Islander	2.8%	1.4%	1.3%
Hispanic (of "White" and "Other" races)	7.8%	4.6%	3.2%
non-Hispanic Other	0.0%	0.0%	0.0%
	100.0%	**54.3%**	**45.7%**

Ideally, each cohort should have the same proportion of the workforce population as their respective population representations. For instance, as the African American population represented 10% of the workforce populace, ideally about 10% of the manufacturing executive/administrative/managerial population should be African American. However, that is not the case; they represent only 2.5% of the manufacturing executive/administrative/managerial population. Therefore, African Americans are proportionately highly underrepresented in this industry, thus indicating plausible glass ceiling barriers.

Proportionate to the workforce populace, the white non-Hispanic executive/administrative/managerial population was overrepresented by more than 10% in wholesale trade and utilities; as over representation by at least 5% was shown in the manufacturing, business services, insurance, communications, and transportation. Fairly "ideal" representation of the white non-Hispanic executive/administrative/managerial population was displayed in the retail trade and public administration. White Non-Hispanic women were highly underrepresented proportionately in the manufacturing (-12.3%), communications (-10%), utilities (-18.4%), and transportation (-10%).

In manufacturing, there was a proportionate underrepresentation of African American and Hispanic executive, administrators, and managers.

Women of all races were severely underrepresented in the manufacturing field; representing only 27.1% of the manufacturing workforce, compared to 45.7% of the total workforce.

In retail trade, there was a proportionate overrepresentation of the Asian and Pacific Islander population (+2.4%) and of the white non-Hispanic female population (+3.5%). Retail trade was the one industry analyzed where the white non-Hispanic male executives, administrators, and managers were underrepresented. Overall, women had an "ideal" proportional representation in retail; though African American and Hispanic women were underrepresented.

In wholesale trade, African American and Hispanic executives, administrators, and managers were proportionately underrepresented by 8.7% and 3.0% respectively. Overall women were proportionately underrepresented.

In business services, the African American executive/administrative/managerial population was proportionately underrepresented by 6.1%, while the Asian and Pacific Islander population showed fair representation and the Hispanic population was slightly overrepresented. Women generally were underrepresented by 8.0%, although Asian and Pacific Islander and Hispanic women showed representation relatively at par with their respective workforce proportions.

In public administration, the Asian and Pacific Islander populations were proportionately underrepresented. Overall, women were underrepresented (-4.1%) even though Asian and Pacific Islander women executives, administrators, and managers were at par, and Hispanic women were overrepresented.

In finance, the African American population, as well as the Hispanic male population were proportionately underrepresented. Asian and Pacific Islander executives, administrators, and managers were overrepresented in finance by 1.6%. Women executives, administrators, and managers generally showed proportionate over representation.

In insurance, the minority racial groups were all underrepresented proportionate to their respective workforce compositions. African American women executives, administrators, and managers were proportionately underrepresented by 2.7%, while overall, women were overrepresented by 2.9%.

In communications, the white non-Hispanic male and Hispanic executives, administrators, and managers were overrepresented proportionately; the white non-Hispanic female and the African American, and Asian and Pacific Islander populations were underrepresented by 10%, 6.7%, and 1.5% respectively/ Women generally were proportionately underrepresented.

In utilities, the minority racial groups were all underrepresented proportionately; African American by 7.8%, Asian and Pacific Islander by 2.0%, and Hispanic by 4.0%. White Non-Hispanic women were severely underrepresented with a 17.2% representation in utilities as compared proportionately to 35.6% of the non-Hispanic female workforce. Overall, women were underrepresented by 26.2%.

In transportation, the Hispanic executive/ administrative/managerial population was proportionately overrepresented. Men of all races were overrepresented (+14.3%); women of all races were underrepresented (-15.4%).

RETURN ON INVESTMENT—INCOME

Using the white non-Hispanic population as the base, the return on investment for communities other than the white non-Hispanic population was generally low. The mean income of the white non-Hispanic executive/administrative/ managerial male population with a Bachelor's degree was $47, 181. The mean income of their female counterparts was $31,338; a mean income of $15,843 less than the men. The white non-Hispanic populace was used as the base to examine the gender and racial/ethnic differences in earned mean income amongst the executives, administrators, and managers. The following table shows the mean income of those executives, administrators,

National Mean Income Disparities- Race/ Ethnicity by Gender of Executives, Administrators, and Managers of Private-for-Profit Companies with Bachelor's or Master's Degrees: 1990 Census

	Bachelor's Degree		Master's Degree	
Race/Ethnicity	Male	Female	Male	Female
NH White	$47,181	$31,338	$57,371	$38,391
African American	($15,180)	($754)	($10,137)	($4,385)
Chinese	($5,924)	($2,032)	$1,481	$7,292
Filipino	($7,992)	($3,045)	($7,204)	($7,160)
Japanese	$22,406	($373)	$13,071	$1,533
Asian Indian	($1,872)	($6,096)	$5,997	($6,970)
Korean	($4,400)	($5,559)	($5,801)	($10,576)
Vietnamese	($2,678)	($6,267)	$5,923	($4,350)
Other Southeast Asian	($20,221)	($6,679)	($20,694)	**
Hawaiian	($11,252)	($8,066)	($14,079)	**
Other A/PI	($6,853)	($1,688)	($12,734)	($11,695)

**results very unreliable due to extremely small sample size

and managers who earned a bachelor's or master's degree for specified populations, with the white non-Hispanic mean incomes, male and female, as the comparatives.

As illustrated, the only group with a bachelor's degree that fared better than the white non-Hispanic male population was the Japanese male population that earned on average $22,406 more than its white non-Hispanic counterpart. Similarly, the Japanese male population with a master's degree had the highest mean income. (The mean income of the Japanese male population appears inflated because it includes those executives, administrators, and managers who worked in the United States on assignment from Japan-based parent-firms, and thus were compensated on par with the salaries according to the cost-of-living in Japan.) African American men with a bachelor's earned on average $15,180 less than the white non-Hispanic male population, the second lowest male mean income of those with a bachelor's degree. In addition to this large discrepancy, the greatest discrepancy amongst those with a bachelor's in comparison to the white non-Hispanic males were Other Southeast Asian (who earned on average $20,221 less). Hawaiian men had the third lowest mean income (-$11,252) amongst the male population with a bachelor's degree.

Amongst the women with a bachelor's degree, the Japanese American and African American women were relatively within reach of possibly being at par with the white non-Hispanic executive/administrative/managerial women. However, all women had considerably lower mean incomes

National Mean Income Disparities- non-Hispanic White and Hispanic by Select Industry and Age of Executives, Administrators, and Managers of Private-for-Profit Companies with College Education: 1990 Census

	Mean Income	
Manufacturing	**NH White**	**Hispanic**
25-34 years	$42,171	($5,383)
35-44 years	$59,587	($5,416)
45-54 years	$72,730	($9,292)

	Mean Income	
Professional Services	**NH White**	**Hispanic**
25-34 years	$31,533	($5,504)
35-44 years	$42,314	($7,466)
45-54 years	$47,910	($8,110)

compared to their male counterparts, in particular to the white non-Hispanic male. The Hawaiian women with a bachelor's degree had the lowest mean income of $23,272($8,066 less than white non-Hispanic women and $39,115 less than white non-Hispanic men of the same level of education.)

On the master's level of education, the disparities between the different cohorts illustrated more variation than that on the bachelor's level. Amongst the male population with a master's degree, Other Southeast Asian men (by over $20,000), as well as the Hawaiian, Other Asian and Pacific Islander, and African American male populations (each by over $10,000) had lower mean incomes than the white non-Hispanic male population. A few Asian and Pacific Islander ethnic groups had higher mean incomes than their white non-Hispanic Counterpart. The Chinese and Japanese American women had higher mean incomes than their white non-Hispanic counterparts, yet still earned significantly less than the white non-Hispanic men by at least $11,688. Furthermore, the women with a master's degree earned lower mean incomes than their male counterparts who achieved just a bachelor's degree.

In examining the disparities amongst the mean income between the white non-Hispanic and Hispanic executives, administrators, and managers of private-for-profit companies, two selected industries (manufacturing and professional services) with age factored in are below. Similar to what had been previously reflected, the white non-Hispanic population of each age group had higher mean incomes.

Those executives, administrators, and managers within each age group in the manufacturing industry tended to earn higher mean incomes than those in professional services. For both industries, age impacted the mean incomes for both the white non-Hispanic and Hispanic populations; the older the population, the higher the mean income. In addition, the largest disparity among each cohort was between those 25 to 24 years of age and 35 to 44 years; varying between a difference of $17, 416 of the white non-Hispanic to $8,819 of the Hispanic.

While the data was presented in different ways, the results were the same. The data showed the existence of considerable gender and racial differences between executives, administrators, and managers of the various cohorts.

SECTION VI

APPENDICES

GLOSSARY OF TERMS
COMPOSITION OF THE OCCUPATIONAL CATEGORIES USED IN THIS REPORT
COMPARABLE PUBLIC USE LABEL
METHODOLOGY FOR THE STATISTICAL ANALYSES
EXAMPLE OF SERIAL CLASSIFICATION
EXAMPLE OF OCCUPATIONAL CLASSIFICATIONS
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EMPLOYED PERSONS WITHIN INDUSTRY BY RACE AND HISPANIC ORIGIN
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GLOSSARY OF TERMS

African American
The term "African American" includes persons who indicate their race as "Black" or "Negro" or report themselves as African American, Afro-American, Black Puerto Rican, Jamaican, Nigerian, West Indian, or Haitian. U.S. Bureau of the Census definition.

Alaska Native Village Statistical Area (ANVSA)
The term "Alaska Native Village Statistical Area" includes tribes, bands, clans, groups, villages, communities, or associations in Alaska that do not have legally designated boundaries, but the Census Bureau has established Alaska Native village statistical areas (ANVSA) for statistical purposes.

American Indian
The term "American Indian" includes persons who classify themselves as American Indian, Eskimo, or Aleut. U.S. Bureau of the Census definition.

Asian and Pacific Islander American
The term "Asian and Pacific Islander American" includes persons who identify themselves as Chinese, Filipino, Japanese, Asian Indian, Korean, Vietnamese, Cambodian, Hmong, Laotian, Thai, or other Asian and Hawaiian, Samoan, Guamanian or other Pacific Islander. U.S. Bureau of the Census definition.

Corporate America
A generic term referring primarily to major U.S. corporations, including, but not limited to, the Fortune 1000 Industrial and the Fortune 500 Service companies. As used here it also includes companies that have more than 500 employees and that have been in business for 10 or more years.

Decisionmaking Positions
Used to refer to senior vice presidents, executive vice presidents, presidents, chief executive officers, chief financial officers, or their equivalents.

Environmental Scan

A strategic planning tool corporations used to monitor key forces—demographic, economic, technological, political/legal, and social/cultural—and significant actors—customers, competitors, supplies, and labor—that affect the ability of corporations to earn profits in the marketplace. It identifies strengths, weaknesses, opportunities, and threats.

Federal Reservation

The term "Federal Reservation" includes Federal American Indian reservations that are areas with boundaries established by treaty, statute, and/or executive or court order, and recognized by the Federal Government as territory in which American Indian tribes have jurisdiction.

Federal Trust Land Areas

The term "Federal Trust Land Areas" (FTLA) includes property associated with a particular American Indian reservation or tribe, held in trust by the Federal Government.

Hispanic

The term "Hispanic" includes those persons who identify their origin as Mexican, Puerto Rican, Cuban, Central, or South American, or some other Spanish-related origin. U.S. Bureau of the Census definition.

Labor Force Participation Rate

The percentage of persons 16 years of age and older who were either employed during the week of the Department of Labor survey or, if unemployed, had looked for work during the prior four weeks and were available to work. It measures the degree of active involvement or interest in the work world.

Latino

The Bureau of the Census collects data using a Hispanic category. However, people have strong feelings about the terms *Latino* and *Hispanic*. Research has revealed that *Latino* is the term of preference in California—the state with the largest number of Latino/Hispanics—while Texans and Easterners prefer *Hispanic*. In this report the terms *Latino* and *Hispanic* are used interchangeably to refer to the same group of individuals, both male and female.

Mean Income
Mean income is the amount which is obtained by dividing the total income of a particular cohort/universe by the total population in that cohort/universe. Mean income is the average income.

Median Annual Family Income
The dollar figure that divides all familes into two equal-sized groups, one group having incomes above the median value and the other having incomes below the median value.

Members of Sovereign Nations
Term is derived from the legal relationships between American Indian tribes and the Federal Government.

Minority/Minorities
Terms used in this report to refer to African Americans, American Indians, Asian & Pacific Islander Americans, and Hispanic Americans (both white and non-white). Although all of these groups find the terms objectionable, it is used here to conform to the language of the legislation.

95% (Ninety-Five Percent) Confidence Interval
The term "95% Confidence Interval" is used in this report to state that the findings are accurate within 95 percent of certainty. Thus 95 percent or more of the time these findings are accurate.

State Reservations
The term "State Reservations" includes American Indian reservations with boundaries established within a state by which it has been legally recognized.

Strategic Plan
The managerial process of developing and maintaining a viable fit between the organization's objectives and resources and its changing market opportunities. The aim of strategic planning is to shape and reshape the company's directions and ways of functioning so that they combine to produce satisfactory profits and growth.

Tribal Jurisdiction Statistical Area
The term "Tribal Jurisdiction Statistical Area" (TJSA) includes areas delineated by federally recognized tribes in Oklahoma without a reservation for which the Census Bureau tabulates data.

Unemployment Rate
The percentage of those 16 years of age or older who were not employed during the survey week but had looked for a job during the prior four weeks and were available to work. It measures the unemployment rate among those actively participating in the workforce. Bureau of Labor Statistics definition.

White American
The U.S. Bureau of the Census definition includes persons who indicated their race as "white" or reported themselves as Canadian, German, Italian, Lebanese, Near Easterner, Arab, or Polish.

COMPOSITION OF THE U.S. CIVILIAN LABOR FORCE BY SEX, RACE, AND HISPANIC ORIGIN

Annual Averages, Selected Years, 1970-2005*

	1970		1980		1990		2000 (Projection)		2005 (Projection)	
Total	82,774	100%	106,940	100%	124,787	100%	142,596	100%	152,154	100%
Men	51,228	61.8%	61,453	57.5%	56,554	54.7%	76,041	53.3%	80,356	52.8%
Women	31,543	38.2%	45,487	42.5%	56,554	45.3%	66,555	46.7%	71,798	47.2%
White	73,556	88.9%	93,600	87.5%	107,177	85.9%	119,604	83.9%	126,485	83.1%
Men	46,035	55.6%	54,473	50.9%	59,298	47.5%	64,523	45.2%	67,645	44.4%
Women	27,521	33.3%	39,127	36.6%	47,879	38.4%	55,080	38.6%	58,840	38.7%
Black and Other**	9,218	11.2%	10,863	10.0%	13,493	10.8%	16,046	11.3%	17,395	11.4%
Men	5,194	6.2%	5,612	5.1%	6,708	5.4%	7,815	5.5%	8,355	5.5%
Women	4,024	4.8%	5,253	4.9%	6,785	5.4%	8,231	5.8%	9,040	5.9%
Asian and Other***		—		—		—	6,947	4.9%	8,274	5.4%
Men		—		—		—	3,703	2.6%	4,356	2.9%
Women		—		—		—	3,244	2.3%	3,918	2.6%
American Indian		—		—		—		—		—
Men		—		—		—		—		—
Women		—		—		—		—		—
Hispanic****		—	6,146	5.7%	9,576	7.7%	14,271	10.0%	16,581	10.9%
Men		—	3,818	3.6%	5,755	4.6%	8,434	5.9%	9,626	6.3%
Women		—	2,328	2.2%	3,821	3.1%	5,837	4.1%	6,963	4.6%

Percents do not always add to 100

Civilian Labor Force (Bureau of Labor Statistics)—The civilian labor force comprises all civilians classified as employed or unemployed 16 years of age or older.

*Figures for the Years 2000 and 2005 are Bureau of Labor Statistics Civilian Labor Force projections.

**Black and Other figures for 1970 *only* includes Blacks, Hispanics and the Asian and Other group.

***Asian and Other groups consists of (1) Asian and Pacific Islanders, (2) American Indians, and (3) Alaskan Natives.

****NOTE: Detail for Hispanic-origin groups will not sum to civilian workforce totals because data for Hispanics are included in both white, and black and other population groups.

(—) = Data not available.

Source: Bureau of Labor Statistics Current Population Survey—Annual Averages, Selected Years 1970-1990
Bureau of Labor Statistics—Office of Employment Projections April 1994

*Specific Companies may have more than one corporate practice.

CORPORATE PRACTICES TABLES: EMPLOYMENT PRACTICES THAT HELP BREAK THE GLASS CEILING*

TABLES

INDEX BY COMPANY

AAA—American Automobile Association
Aetna Life & Casualty
Allstate Insurance Company
American Airlines
American Express Company
Amoco Corporation
Apple Computer
Arthur Andersen & Co.
AT&T
Avon Products, Inc.
Barnett Bank
Baxter Healthcare Corporation
Case Western Reserve University
Champion International Corporation
Chubb & Son, Inc.
CIGNA
Con Edison
Connecticut Mutual
Continental Insurance
Corning Glass Works, Inc.
Dow Chemical
Dow Jones & Company
Eastman Kodak Company
E.I. du Pont de Nemours & Company
Exxon Research & Engineering Co.
Fannie Mae
Fel-Pro, Inc.
First Interstate Bank of California
Gannett Co., Inc.
General Electric, NY Silicone Manufacturing Division
General Foods
Goldman Sachs & Co.
Hershey Foods
Hewlett-Packard Co.
Hoffmann-La Roche
Honeywell, Inc.
Hughes Aircraft
IBM
JC Penney Co., Inc.
J.P. Morgan
John Hancock Financial Services
Johnson & Johnson
3M
MCA, Inc.
Marquette Electronics
Massachusetts Mutual Life Insurance Company
McCormack & Dodge
McDonald's
Morrison & Foerster
Motorola, Inc.
NationsBank
North Carolina National Bank

New England Telephone - NYNEX
North Broward Hospital District
PDQ Personnel Services
Pacific Bell
Pacific Gas and Electric
Phillip Morris
Pitney-Bowes, Inc.
Port Authority of NY & NJ
Procter & Gamble
Proskauer, Rose, Goetz & Mendelsohn
Public Service Electric & Gas Company
Raychem Corporation
Rensselaer Polytechnic Institute
Ryder Systems, Inc.
The San Francisco Bar Association
SC Johnson Wax
Sidley & Austin
Skadden, Arps, Slate, Meagher & Flom
Square D Co.
Steelcase, Inc.
Stride Rite Corporation
Tandem Computer, Inc.
Tenneco, Inc.
Texas Instruments
The Travelers
Tom's of Maine
Tucson Medical Center
University of North Carolina at Greensboro
US Sprint
US WEST
Work/Family Directions
Xerox Corporation

COMPANY	PROGRAM	DESCRIPTION
AAA-American Automobile Association	Management Development Program	The four-level Management Development Program focuses on building the kind of skills AAA managing directors, general managers and mid-level managers need in order to lead the company in a changing competitive climate. The program is based on three core themes: (1) building the competencies of the AAA "manager of the future"; (2) Action Learning, an idea borrowed from General Electric that focuses on immediate transfer of skills learned in class to on-the-job situations; and (3) member satisfaction, or convincing executives to spend time with customers so they can make decisions that better anticipate customer needs.
AT&T	Leadership Continuity Program (LCP); Executive Education Program	Introduced to help further the advancement of minorities and women advancement into higher management, the LCP identifies and accelerates the development of managers who have the potential to be leaders in an intensely competitive environment. The Executive Education Program provides internal and external education experiences for AT&T executives and those middle managers identified as having high potential. Executive Education Program candidates, most of whom are in the LCP, are selected on the basis of their on-the-job learning experiences, career histories, career plans, and the business strategies of the organization. Executive Education Programs are offered internally and at 40 universities worldwide. Programs last from one week to two-and-a-half months.
Barnett Bank	Leadership and Career Development	Women are chief executives of four Barnett units and make up 44 percent of the highest paid employees. Women make up 21 percent of Barnett's senior and executive vice presidents.
Connecticut Mutual	Management Excellence Selection; Components for Leadership Development	1. The Management Excellence process involves "selecting individuals who will make successful managers in our environment." The process was developed through the McBurr model of competencies: a group of average and outstanding managers was selected and studied in order to identify the traits that led to success in management and traits that the company wanted to emphasize in management selection and development.

COMPANY	PROGRAM	DESCRIPTION
		2. Components of leadership development efforts: **Career path process**: identifies the objective performance, skill and knowledge criteria for moving from one pay level in a job to the next, thus empowering the individual to plan his/her own growth and advancement. **Success factors for management**: competencies demonstrated by the best managers in the company are described to enable individuals to plan their own growth and development as managers. **High potential list**: developed through interviews conducted by personnel from human resources with the head of each of the business units and support units. This process identifies individuals at all levels of the organization with potential for higher level positions.
Continental Insurance	Advanced Development Program (ADP)	The Advanced Development Program identifies the company's high-potential employees and, through rigorous training and accelerated career plan helps them attain key leadership positions in the company. The program takes select employees through a three-month training session during which each employee develops a career plan for next three to seven years. Assigned advisors serve as mentors, and along with position supervisors, they communicate successes and difficulties to ADP managers. The goal of the ADP is to develop talented, committed employees into skillful managers and proficient leaders.
Corning Glass Works, Inc.	Total Quality Program & Women's Advancement	The Quality Improvement Team is a task force designed to upgrade efforts in the recruitment, retention, and upward mobility of women in management. With a demonstration of commitment from the top down and input from both line and staff managers, implementation strategies are being planned. They include the development of action steps to hold managers accountable, succession planning for high-performing women, career development strategies to improve the current upward mobility rate for women, new recruitment efforts, implementation of a managing diversity education program, communicating policies and practices regarding women, and the development of community initiatives to encourage women to work at Corning.

COMPANY	PROGRAM	DESCRIPTION
Fannie Mae	Recruitment	Newly appointed as CEO in the early 1980s, David O. Maxwell challenged the traditional hiring patterns of the financial industry by deliberately recruiting a management team that included minorities and women. To continue increasing the number of minorities and women in mid- and senior-level positions, CEO Maxwell works aggressively with top management to identify and promote the company's most promising minorities and women.
Gannett Co., Inc.	Partners in Progress	Instituted in 1979 by Chairman Allen Neuharth, the program encompasses strategies for recruiting, hiring, developing, and promoting minorities and women. The program features a system to measure performance of managers in developing minorities and women. It is aimed at high potential individuals for participation in management development programs. College recruitment and internship programs aimed at minorities and women ensure a diverse pool of talent from which future company leaders will emerge. The program, which has been tracked since 1981, has produced high percentages of minority and female employees and managers.
Hewlett-Packard Co.	Technical Women's Conference	The conference began as a grassroots effort by company women to showcase the achievements of HP's female engineers and scientists, promote their leadership development, and help them to network in a highly decentralized organization. After a successful first Technical Women's Conference in October 1988, the company sponsored a worldwide conference in May 1991, drawing 800 attendees.

COMPANY	PROGRAM	DESCRIPTION
JC Penney Co., Inc.	Management Development Program Leadership Forums	JC Penney Co., Inc. has created the Women's Advisory Team and the Minority Advisory Team to develop programs which increase the representation of women and minorities at the senior management level and to find ways to make the company's affirmative action plan more effective. Each team is composed of 16-18 management associates appointed directly by the company chairman. Focus groups with employees help develop team agendas. The teams have created a formal mentor program, an internal newsletter that focuses on workforce diversity, leadership forums that allow employees to hear from outside experts, and a direct broadcast system that electronically puts together managers to discuss diversity issues. They have developed a nontraditional staffing program which permits managers to better balance work and family responsibilities.
Massachusetts Mutual Life Insurance Company	Professional Development Boards	The company refined its 15-year-old Management Issues Board to emphasize the professional development of employees. The single board was expanded to four 15-member boards (3 product line and 1 corporate), and was renamed the Professional Development Boards. The new system provides professional staff with opportunities for career growth through their participation in challenging business projects. Participants develop critical skills, enhance their visibility with top management, and broaden their responsibilities, while assuring Mass. Mutual of a growing reservoir of professional and managerial talent.
Morrison & Foerster	Work and Family Diversity	For over a decade, this law firm has had in place an array of liberal work and family programs that help women in the demanding legal profession achieve their fullest potential. A flextime policy for partners and associates with caregiving responsibilities, a three-month paid maternity leave (followed by a three-month unpaid leave), a family sick leave and a firm-wide dependent care resource and referral program are viewed as basic levels of support. The firm has established ongoing training programs to teach lawyers, managers, and staff how to work with one another in an environment of diversity and how to manage in a

COMPANY	PROGRAM	DESCRIPTION
		workplace made more complex by the firm's commitment to flexible work arrangements for women. Lawyers and firm managers are also trained in preventing sexual harassment and delivering effective feedback.
New England Telephone - NYNEX	Women in Technology	The program was implemented to increase the number of women in technical positions, create support systems for technical women, alleviate gender bias, and help women acquire the skills and opportunities they need to advance. A cornerstone of the initiative is education. In conjunction with a local university, employees with no technical background can enroll in a two-year certificate program to prepare themselves for technical careers. To help women who have technical experience move into higher levels of management, the company has a "Corporate Leaders" management succession plan. The program is open to both men and women.
Pacific Gas and Electric	Accelerated Development Program	Set up in 1988 to increase the number of minorities and women at senior management levels, the program allows PG&E to break away from traditional lines of progression that require an employee to remain in a specific job for a set number of years before being considered for a leadership position. Each business of the company can recommend employees for 10 slots available in the two-year program. Program outline and training are tailored to the career aspirations of each candidate. Of the 21 employees who participate in the program through 1993, 16 were successful, including one woman who now manages a power plant.
SC Johnson Wax	Management Succession and Development Committee	The Management Succession and Development Committee challenges managers to consider minorities and women for new openings, and pay and benefits structures are reviewed regularly to make certain that they are equitable and attractive to minorities and women. An effective job-posting system ensures that knowledge of available opportunities and of the hiring process is clear and that the hiring process is fair to all employees. Ongoing training and development is critical. SC Johnson Wax has also paid full tuition for employees' undergraduate and graduate studies.

COMPANY	PROGRAM	DESCRIPTION
Tom's of Maine	Leadership and Career Development	Women make up more than 45 percent of the employees and 33 percent of the board. One of three vice presidents is a woman, as are 50 percent of the managers.
University of North Carolina at Greensboro	Career/Leadership Advancement Program for Women Administrators	This pilot program was developed to address, at the state level, the scarcity of women in administrative positions, especially higher-level positions in higher education. It was a locally developed program that was funded by a local foundation, a local university, the participant enrollment fees, and the state American Council on Education/National Identification Project, which aims to identify talented women who are ready to move into senior administrative positions. The program provided the following: (1) high accessibility to women administrators and faculty in the state; (2) appraisal of career advancement as well as development of leadership skills; (3) individual career counseling for participants; and (4) training for participants in fiscal matters.
US WEST	Women of Color Project	In 1988, US WEST implemented its Women of Color Project to remedy inequities in the career opportunities for non-Caucasian women. The program was a response to the recommendation of three employee Resource Groups. The objective of the program, which has just recently completed its five-year lifespan, was to provide developmental and promotional opportunities for the women on the basis of their leadership, communication, and decisionmaking skills and the needs of the business. Of the 36 participants that completed the program, all experienced developmental opportunities and 83% were offered one or more promotional opportunities.

COMPANY	PROGRAM	DESCRIPTION
American Airlines	Nontraditional employment	See American Airlines: Succession Planning
Avon Products, Inc.	Slating: High potential selection process	The slating process was instituted to expand the pool of internal candidates for open positions and to ensure that minorities and women are better represented in line positions. When a position for manager, director, or vice president becomes available, human resources personnel work with department heads to identify candidates. To better prepare for staffing changes, a slate of candidates is sometimes developed before the position becomes open. Candidates are selected on the basis of their job-specific skills and credentials. The high potential selection process for high potential employees identifies those who have developed exceptional leadership and management skills, and who support the company's valuing diversity efforts. These individuals work with their managers and human resources staff to identify the experiences they need to advance. With slating, the pool of high potentials is screened to ensure adequate representation of minorities and women.
Chubb & Son, Inc.	Job rotation	High potential women in staff and administrative positions are given the opportunity to rotate into line functions. To prepare for a new position, each candidate currently in a staff position receives training and, in some cases, gains hands-on experience by working for several months in a lower-level line job without taking a pay cut.

SUMMARY TABLES: ROTATION/NONTRADITIONAL EMPLOYMENT

COMPANY	PROGRAM	DESCRIPTION
Con Edison	Management Intern Program	The Management Intern Program is a comprehensive strategy to recruit, develop, and promote qualified women. Begun in 1981, the program currently recruits approximately 30 college graduates annually on the basis of technical competence, leadership potential, communication skills, and part-time work experience. Interns spend one year in four three-month assignments designed to expose them to a variety of company functions. Visibility is an added program benefit: interns gain exposure to officers and upper management through required presentations and informal forums. At the outset of the program, each intern is assigned a mid-level manager who serves as a mentor. 75% of the 89 female engineers hired since 1981 are still at Con Ed. Women have the highest rate of retention.
	Blue Collar Prep Program	The "Blue Collar Prep" program aims to prepare women educationally, psychologically, and physically for nontraditional jobs.
E.I. du Pont de Nemours & Company	Job rotation	At Du Pont, most executives move through at least two or three functions before they reach top positions. For example, an employee with technical experience may move from manufacturing to marketing to general management to corporate staff before attaining executive line status. The job rotation process begins with the identification of high-potential employees. Of Du Pont's 20,000 exempt employees with college degrees (15% of whom are women), approximately 2,000 are considered capable of advancing into upper management positions. Asked why job rotation is particularly important for women, a Du Pont representative said, "Women don't have role models in upper management positions. Job rotation helps them learn firsthand about the skills and knowledge they need for a new position."

COMPANY	PROGRAM	DESCRIPTION
AT&T	Early Career Advisory Program (ECAP)	ECAP began in 1976 at the company's Bell Laboratory location in Naperville, Illinois. Originally intended as a mentoring program for all newly hired or promoted minorities and women at the professional engineer level in Bell Laboratories (AT&T's Research and Development division), the program was recently broadened to include associate technical positions. Mentors are managers at either the supervisor, department head, or director level, and must work outside the mentee's department.
Chubb & Son Inc.	Senior Management Sponsorship Program	Implemented in 1990, the program aims to improve the preparation of talented individuals for senior management positions. The program selects employees at the assistant vice president level and above who are excellent performers and demonstrate potential for advancement. While the 30 employees participating in the pilot program in 1990 included women, minorities, and white non-Hispanic men, the majority of those participating were female.
CIGNA	Mentoring Guide	CIGNA developed a guide and let each of its ten operating divisions decide how they wanted to approach the mentoring process. The guide profiles successful mentor relationships, including key behaviors of coaches, mentors, and mentees; on-the-job opportunities for coaching and mentoring; methods to improve coaching and skills; and tips for mentees. The model was also developed to provide a benchmark for best practices and approaches to mentoring and coaching in CIGNA's divisions.
Dow Jones & Company	Mentoring Quads	To promote cultural diversity and enhance developmental and promotional opportunities for minorities and women, the company developed mentoring quads. Each quad is made up of four members who are diverse in terms of position, level, race, gender, and functional area. Program developers felt another advantage of the group approach would be to offer greater learning opportunities to larger numbers of people. The approach also assumes that group dynamics will minimize personality conflicts.

SUMMARY TABLES: MENTORING

COMPANY	PROGRAMS	DESCRIPTION
E.I. du Pont de Nemours & Company	Imaging Systems	Du Pont's mentoring program is tied to other initiatives to develop and advance high potential minorities and women. While the company allows mentors and mentees to structure their own relationship, every mentor receives two days of training in which ground rules are set and guidelines are given.
Exxon Research & Engineering	Internship and Mentoring Program	This program for female and minority high school students was implemented to increase the pool of minority and women recruits. By providing students with professional-level mentors, who serve as role models and career counselors, as well as offering "real" engineering work experience, Exxon aims to build positive, long-term relationships with students and to foster their interest in becoming permanent employees.
First Interstate Bank of California	Individual Mentoring Program	The Individual Mentoring Program is part of an overall initiative, begun in early 1992, to create and implement programs for the advancement of minorities and women. The overall initiative, The Career Opportunities and Development Program, includes all phases of career development and planning, diversity training, multi-cultural networks, a group mentoring program,and an individual mentoring program. The purpose of the Individual Mentoring Program is to provide high potential selected minorities and women with an opportunity to focus on examining personal expectations, work habits, communications goals and objectives, constructive feedback, and understanding expectations under the guidance of experienced and skilled professionals. Recognition that the bank could strengthen its business by developing employees was the motivation for establishing the initiative. Throughout the next three to five years all of the participants will be tracked as to their career development.
JC Penney Co., Inc.	Mentoring Skills Development Workshops	JC Penney Co., Inc. created its own two-day workshop on managing a diverse workforce. All profit-sharing managers in the company have attended the program. The workshop objectives are to create an awareness of cultural differences, to develop an understanding of how these diverse cultures benefit the workplace

COMPANY	PROGRAMS	DESCRIPTION
		environment, and improve communications among an increasingly diverse workforce. Additionally, 120 key senior managers attended a week-long multi-cultural workshop that uses relationships and team-building to reinforce the value of diversity.
New England Telephone - NYNEX	Mentoring circles	Designed to help prevent some of the problems associated with structured mentoring relationships, NYNEX has implemented "mentoring circles." Because mentors and mentees meet in groups of up to 12 people, the sexual tension and rumors that can accompany one-on-one male/female and interracial mentoring are eliminated. Moreover, the circles maximize the use of mentors' time, as the number of individuals qualified to serve as mentors is usually far fewer than the number of employees seeking mentors.
Pitney-Bowes, Inc.	Pairing System	The objectives of the 1989 pilot program were to augment the development process by helping to increase the number of candidates ready to fill managerial positions and to improve the retention of valued employees. The program was also designed to further the company's goal of creating an environment that values diversity by helping to increase the representation of minorities and women management. The current program strives to match mentors and mentees in as many levels as possible by looking at the development needs of associates, the experience of mentors, geographic proximity and/or functional commonality.

COMPANY	PROGRAMS	DESCRIPTION
Procter & Gamble	Corporate Mentoring Program	The objective of the program is to ensure that there is an experienced manager to act as "a trusted counselor, coach, role model, advisor and voice of experience" to managers with less experience who are expected to advance within the organization. The first priority of the company was to ensure that minorities and women who had been identified as having advancement potential have mentors because of the higher turnover rates among these managers.
Baxter Healthcare Corporation	Affirmative Action Strategy; Balanced Work Force Initiative	The program holds managers individually accountable for recruiting, retaining and promoting minorities and women. Managers are provided with guidelines for developing professional skills and, at year end, are required to complete detailed summaries of their efforts. Managers then submit the forms to corporate headquarters for an in-depth review of their achievements. Baxter then reinforces support for managers' initiatives by tying 20 percent of their discretionary bonus to their "good faith" efforts and pursuit of corporate goals. Both the number of female vice presidents and the number of female division presidents have increased substantially since 1988.
Corning Glass Works, Inc.	Quality Improvement Teams	To counteract a trend in attrition, the company assigned senior managers to separate quality improvement teams, one for women's advancement and one for the advancement of African Americans. After an intensive six-month effort, involving surveys and focus groups, the teams made recommendations for improving the workplace. Some of the outcomes include mandatory gender and racial awareness training for managers and professionals, the introduction of career planning systems, and improved communication.
Square D Co.	Diversity Goal Setting	Goals for preparing high-potential female employees for management positions (at salaries of $60,000 and above) were developed and presented to senior executive staff. In 1991, it was decided that a minimum of 20 percent of managers' bonuses would be based on their effectiveness in meeting corporate goals to recruit, develop, and promote women.

SUMMARY TABLES: SUCCESSION PLANNING

COMPANY	PROGRAMS	DESCRIPTION
Tenneco, Inc.	Executive Incentive Compensation Program	This program links a significant percentage of each executive's bonus to the attainment of defined divisional goals to promote minorities and women. Three-quarters of this percentage relates to these pre-established goals, which are separate for minorities and women and are set by each company according to its individual workforce and location; the remaining one-quarter is for implementing programs directed at developing and advancing targeted groups.
American Airlines	Supertrack	The company is taking a multifaceted approach to retaining, developing, and promoting minorities and women. Supertrack requires officers to submit detailed, cross-functional development plans for all high-potential minorities and women in middle management and above.
	Career Development Program (CDP)	American's Career Development Program (CDP), a sophisticated, computerized job-posting system, allows employees to signal their interest in positions before vacancies occur. Company-wide posting also helps reduce potential for discrimination or favoritism by providing all employees with instant job information.
	Women in Operations Management Advisory Council	To boost women's representation in nontraditional positions, a task force was established: Women in Operations Management Advisory Council. The goals of the group are to identify the barriers for women in nontraditional areas, to educate female employees on the growing opportunities in technical fields and to serve as mentors to female employees.
Hershey Foods	Senior Management Review	The advancement of minorities and women is one of the many goals of the succession planning process. During the company's Senior Management Review, high-growth individuals and potential high-growth individuals are identified as part of the annual meeting of top-level executives. Managers compile profiles of the high-growth individuals. The profiles include performance strengths, weaknesses, and areas that need development, the next planned or anticipated

COMPANY	PROGRAMS	DESCRIPTION
		position, and the anticipated position or level in five years. A five-year development plan charts the path from the employee's present position to anticipated position.
	Cross Entity Review	Lateral movement or promotions from one division to another are identified to help develop an individual through new experiences. It also serves a business purpose by placing key employees where their expertise is needed.
McCormack & Dodge	Succession Management Resources Review (SMRR)	A component of a larger initiative to foster career advancement, SMRR is the process by which all senior managers evaluate those managers who report to them directly and determine their readiness for progression into even more senior positions. Senior managers must also identify the critical skills, training and job experiences that each middle manager must have in order to be promoted to more senior positions. A detailed, individualized development plan is prepared for these individuals and is reviewed by executives on an annual basis. These plans are reinforced through performance evaluation and other goal-setting processes.
Motorola, Inc.	Succession Planning with Clout	To accelerate women's advancement, the company implemented this program in 1986. The program features an ambitious, corporate-wide "Parity Initiative," which requires, by year end 1996, that the representation of minorities and women at every management level mirrors the representation of these groups in the general population. The "Parity Initiative" has already produced results: In September 1989 Motorola had two female vice presidents; today it has fourteen. To achieve these goals, the company uses a succession planning process, the "Organization and Management Development Review," which is unique in that it reaches down to the entry and mid-levels of management and holds managers accountable for developing and retaining minorities and women.

COMPANY	PROGRAMS	DESCRIPTION
Public Service Electric & Gas Company	Multi-level, company-wide succession planning	Once a year each department head completes several succession planning forms: One is an organizational chart on which succession candidates, their readiness dates, and their development needs are identified. Another form asks department heads to indicate any human resources issues they're confronting. Finally, department heads rate the performance of each employee on a scale of one to five—one indicating a high potential fast tracker; five indicating unsatisfactory performance. Focus is on the number of minorities and women designated as promotable and on the development opportunities outlined for them.
Avon Products, Inc.	Communication System	This grassroots communication system monitors problems and opportunities related to diversity. Minority network groups exist as forums at which people of color can identify and discuss career-related issues. Officer sponsors provide guidance and mentoring. These networks communicate their concerns to a multi-cultural committee which, in turn, makes recommendations to senior management to effect positive change. On a monthly basis, the Corporate Women and Minorities Committee, founded by a former CEO, checks the company's progress in meetings to ensure access to management for minorities and women.
	Managing Diversity	Avon defines managing diversity as "creating a culture that provides opportunity for all associates to reach their full potential in pursuit of corporate objectives." Their conceptualization of diversity encompasses the more obvious differences such as age, gender, race, and culture, as well the more subtle dimensions such as work style, life style, and physical capacity and characteristics. Managers at every level are responsible for Avon's progress in diversity. In addition, Avon encourages the comprehension and support of diversity by all employees.
General Electric, NY Silicone Manufacturing Division	Grassroots Diversity Initiative	The Silicon Manufacturing Division has increased the number of minorities and women entries to 30 percent. In 1989, an informal network created a grass-roots diversity initiative at the company in response to problems experienced by women and people of color. Specialized characteristics of the initiative include

COMPANY	PROGRAMS	DESCRIPTION
		teamwork and diversity training. A review board examined such issues as family leave, flexible hours, personal and professional development, and other programs. Since the implementation of the program, there has been an increase in the number of women in managerial positions including women of color. Mentoring, an important component of the program, was established to provide minorities and women with role models who would give the participants insight into the corporate culture and management systems.
General Foods	Diversity Management Steering Committee	General Foods began its diversity effort by forming a Diversity Management Steering Committee, chaired by the president and including 10 senior executives, to monitor all company activities relating to affirmative action and diversity management. A full-time human resources position dedicated solely to diversity management was established, along with a Workforce 2000 Council to address the issues of the upward mobility of minorities and women, networking, and career/family balance. A huge training effort was then launched for the entire salaried employee population. The goal of the training is to increase awareness of changing workforce demographics, the diversity efforts of competing companies, and the internal cultural barriers that inhibit the productivity of minorities and women.
McDonald's	Changing Workforce Programs	Formalized more than a decade ago, the programs are based on a premise of respect for all contributors to the business. Comprising six progressive management development modules, the program has helped ensure that employees of both genders and all cultures can reach their full professional potential. Through the modules, class participants are encouraged to explore personal attitudes and assumptions that can become barriers to their professional growth, or the growth of employees they manage. Training courses offered include: Managing the Changing Workforce (MCW); Women's Career Development (WCD); Black Career Development (BCD); Hispanic Career Development (HCD); Managing Cultural Differences (MCD) and Managing Diversity (MD).

COMPANY	PROGRAMS	DESCRIPTION
PDQ Personnel Services	Workforce Diversity Initiatives	PDQ has developed ongoing relationships with diverse business groups to generate continuous referrals and to promote the advancement of minorities and women. It has developed outreach to organizations representing minorities and women such as the Latin Business Association, Black Business Association, and the Urban League. These organizations assist PDQ with recruitment outside the company. PDQ has developed non-gender and non-racial interview questions which are uniformly administered to all candidates being considered for management positions.
Procter & Gamble	Corporate Diversity Strategy Task Force	In 1988, the president commissioned this task force, intentionally including line vice presidents, to redefine the importance of a multicultural work force and to identify strategies for managing diversity. In terms of diversity training, the company offers awareness training, symposiums on women and minority issues, and "onboarding" programs that help orient new hires with special attention to gender and minority concerns. To foster development and retention, all managers receive regular career assessments in which they and their supervisors identify the skills they need to advance.
Rensselaer Polytechnic Institute	Beyond Diversity Effort	The Institute views itself as a microcosm of the broad society: they have developed initiatives that cut across the entire university community in order to adequately prepare students for the work force. The program was established as part of the Institute's recent strategic planning process. It offers both students and faculty opportunities to learn and participate in different cultures and lifestyles through lectures, concerts, travel, workshops, and task forces.
US WEST	Pluralism Performance Menu (PPM)	Pluralism Performance Menu, initiated in October 1990, is a measurement device for tracking the performance of the company's officers on their quantitative and qualitative efforts to develop and advance minorities and women. The PPM lists criteria for measuring officers' efforts. Every six months, officers submit a completed menu to corporate headquarters where the data are analyzed. Each officer is provided with feedback and suggestions for improvement. The short-

COMPANY	PROGRAMS	DESCRIPTION
		term goal of the PPM was to boost the company's recruitment, development, and advancement of minorities and women. The PPM is designed to raise the company's commitment to diversity to a new plane so that, in the long run, promoting diversity will become second nature to all employees.
US WEST	Women of Color Project	See US WEST: Leadership and Career Development
	Workshop: White Maleism and the Corporate Culture	The goal of this workshop is to improve the communication between men and women and to help men avoid seeing women in the workplace as a threat, and instead as "an opportunity for greater economic prosperity and increased personal enrichment."
Xerox Corporation	Asset Management Program	This program was started in 1983 to foster mobility of women of color within the company's Development and Manufacturing Organization. The program combines formal training and on-the-job experience. It is intended to provide exposure to and understanding of the manufacturing operation through intensive on-the-job experiences under the direction of the plant manager. The plant manager also serves as mentor to the candidate to ensure that the program's objectives are fulfilled through each developmental phase.

SUMMARY TABLES: WORKFORCE DIVERSITY INITIATIVES CORPORATE WOMEN'S GROUPS/NETWORKS

COMPANY	PROGRAMS	DESCRIPTION
Avon Products, Inc.	Avon Multicultural Committee	Avon has three strong groups: the Avon Asian Network, the Avon Hispanic Network, and the Black Professional Association (BPA). These groups originated in the 1970's as the Concerned Women of Avon, which then became the Women and Minorities Committee. In the mid-1980s committee members branched out and began networks to address their specific needs. Management developed an organized system through which networks and committees feed into each other to ensure a consistent flow of information and communication. In order to be credible, the group has made sure that its objectives are consistent with the company's goals. The committee is structured to help Avon implement its business strategy of becoming a multicultural workplace. The group has developed an operational structure with officers and regular meetings that follow the accepted business protocol at Avon. In addition, the committee tries to be open about its intentions and to communicate clearly and consistently.
Case Western Reserve University	Salary Equity Committee	Established in 1992, this committee reviewed the salary distribution of all university faculty and its findings have been shared with the entire University community. This kind of open review will be done annually. An external consultant annually reviews the staff salary plan to ensure equity. Every performance appraisal carries two levels of review within its division and a review by a compensation section of the Human Resources Office for equity, appropriateness, and consistency.
Hoffmann-La Roche	Concerned Women of Roche (CWR)	Founded in 1972, CWR is one of the older corporate women's groups in the country. The 400-member group seeks to encourage women to develop their abilities to the fullest potential; it actively supports the company's Equal Employment Opportunity/AffirmativeAction program and champions Hoffmann-La Roche's policies on behalf of women's advancement and work/family balance. The group is recognized as a viable corporate entity with full support of management. Recognizing the growing need for child care, CWR championed the concept of an on-site center. After conducting a feasibility study

COMPANY	PROGRAMS	DESCRIPTION
		and assessing employee child care needs, the Hoffman La-Roche Child Care Center sponsored a child care center in 1979. It was established in New Jersey and was one of the first in the country. Also, at the request of management, CWR had input into the company's maternity leave and sexual harassment policies. CWR also spearheads the company's mentoring program (which was recently expanded to include bilingual mentors), offers career counseling and skills workshops four times a year, and provides a wide range of programs for employees and their families. Hoffmann-La Roche funds these programs and other CWR activities.
Honeywell, Inc.	Women's Council	Formed in 1978, the group has approximately 35 members who represent a wide range of job functions, levels, and organizational units. They exemplify the diverse workforce in terms of age, race, and family status. Initially, the group was chartered to contribute to a working environment that would attract and retain quality female employees and encourage personal growth of all employees. Its goals were to identify, study, and make recommendations on issues of concern to Honeywell women and support women who sought career mobility. After gaining management support, the Council moved beyond its original emphasis on programming to providing recognized policy input. Without abandoning its original broad agenda, the group now focuses on identifying and studying issues of concern to Honeywell women and barriers to their upward mobility, and makes recommendations about how both management and employees can work to remove these barriers. The Council comprises employees from both the professional and administrative ranks.

COMPANY	PROGRAMS	DESCRIPTION
Arthur Andersen & Co.	Men and Women as Colleagues	This gender awareness training program was introduced in May 1990 at the accounting firm's Dallas office. It aims to enhance interpersonal communication between male and female employees, legitimize discussion of workplace gender issues, increase understanding of the business benefits of creating a supportive environment for women, and help Andersen attract and retain female employees. Based on the success of the Dallas office pilot, the program has been endorsed by Andersen's national human resources office and is now being conducted at multiple locations throughout the country.
E.I. du Pont de Nemours & Company	Personal Safety	The company has chosen to address in a business context the growing social problem of personal violence, including rape, wife/spouse battering, and child and elder abuse. Senior management recognizes that employees' concerns about safety, both on and off the job, can prevent them from fully reaching their potential. Du Pont's program contributes to a supportive work environment and improved productivity by helping employees address previously ignored areas of mental stress and by opening the lines of communication between men and women.
	Core Groups	These specialized workshops were implemented in 1988 to sensitize white, upper-level managers to gender and racial issues. Comprising 12 to 18 employees (five of whom are white male managers, and the remaining minorities and women), core groups meet with an outside facilitator for eight hours a month, on company time if they choose. Senior vice presidents are encouraged to form core groups within their own departments, and members either self-select or are invited to participate. While the groups have a life of their own, they typically last about a year. Occasionally members of the group will continue to meet on an ad hoc basis once the group has disbanded.

COMPANY	PROGRAMS	DESCRIPTION
Hughes Aircraft	Gender/racial Awareness Training	Hughes has implemented a series of "Managing a Diverse Workforce" training programs for management/supervisors, as well as career development seminars for minorities and women. Hughes also has a variety of management and professional development programs, including the Chairman's Executive Leadership Program, Line Managers Development Course, Contract Managers Course, and the Management Action Workshop for new supervisors and middle managers. All of these programs are monitored on a regular basis to determine the enrollment patterns of minorities and women.
JC Penney Co., Inc.	Diversity Awareness Workshops Skills Development Workshops	JC Penney Co., Inc. created its own two-day workshop on managing a diverse workforce. All profit-sharing managers in the company have attended the program. The workshop objectives are to create an awareness of cultural differences, to develop an understanding of how these diverse cultures benefit the workplace environment, and improve communications between an increasingly diverse workforce. Additionally, 120 key senior managers attended a week-long multicultural workshop that uses relationship and team-building to reinforce the value of diversity.
3M	The Women's Advisory Committee	The 3M Women's Advisory Committee's mission is "to influence and effect change in 3M to assure that all employees can participate and contribute equally." The statement emphasizes change and focuses attention on promoting women's career and leadership development through identification of issues, communication to 3M about women's concerns, and recommendation of specific action plans. The committee provides direct advice to senior management committees regarding policies that impact 3M women. The committee has contributed to the implementation of a number of significant programs including: supervisory and management development programs, internal communications on diversity in the workforce, an improved performance appraisal system, employee initiated part-time employment, and internal personnel search required for all job openings.

SUMMARY TABLES: WORKFORCE DIVERSITY INITIATIVES GENDER/RACIAL AWARENESS TRAINING

COMPANY	PROGRAMS	DESCRIPTION
MCA, Inc.	Gender/racial Awareness Training	A Diversity Awareness Program, first targeting senior executives and then all management staff, enhances and sustains a work environment that is responsive to the changing demographics of MCA's workforce, eliminates any attitudinal barriers that hinder the hiring and promotion of people of diverse backgrounds, and reaffirms the company's commitment to considering candidates from diverse backgrounds for all jobs. More than 300 management personnel have attended. A Diversity Forum has been established to address diversity issues that emerge on a day-to-day basis.
North Broward Hospital District	Bridges	This voluntary management training program helps develop the skills needed to manage a diverse workforce through a 32-hour series of workshops involving role playing and interactive conversations. The eight training modules focus on intercultural perceptions, gender stereotypes, subtle racial sterotypes, ethnic identity, organizational culture, intercultural conflict, and communications barriers. Ninety-four percent of those participating in the program found it excellent or very good.
Pitney-Bowes, Inc.	Minorities Resource Group/ Women's Resource Group	The two groups play significant roles in enriching the company's equal opportunity environment. The groups work with both senior management and human resources personnel to provide input into programs and new initiatives such as candidate slating, job posting, development of management training programs, the mentor program, recruiting and hiring practices, and enhancing upward mobility for all employees in the company.
Port Authority of New York and New Jersey	Women's Equity (WE)	WE was organized by a small group of management women to reduce their sense of isolation and to promote women's upward mobility. By 1984, women were well represented in junior and mid-management jobs; subsequently, WE began to recognize the importance of women's voice in the workplace and to lobby the agency's leaders about women's concerns. Issues of primary interest included

COMPANY	PROGRAMS	DESCRIPTION
		flextime, parental leave, child care, and the availability of promotion opportunities for all women. Opening up membership into the women's organization at all levels was a logical step because the group's steering committee believed they would gain greater clout when voicing concerns to management by representing more women in the agency. To recruit new members, WE planned programs to involve women at all levels, such as a workshop on juggling work and family obligations, a display on women's historical contributions to the Port Authority, and health seminars. To ensure the relevance and usefulness of the programs to all members, Women's Equity also sought nonmanagement women's involvement on the steering committee and on each of its five subcommittees. The group then planned a special workshop cosponsored by Asian, African American, and Hispanic groups to help recruit women for nontraditional jobs such as the construction trades.
Raychem Corporation	Women's Network	The Network was developed in early 1991 to address women's isolation in the corporation's heavily male-dominated culture. The Women's Network issues a newsletter to more than 200 female and male employees. The Network is drafting its formal charter, organizing focus groups with female employees and top management, and launching a formal study to determine whether there are barriers to career development at Raychem. A positive and constructive approach and its practice of communicating with management regularly and openly are attributes that led to the group's success.
Ryder Systems, Inc.	Women's Management Association	Founded in 1982, the Women's Management Association defines itself as a "business association." Its objectives include helping women to become more effective in their jobs, apprising senior management of women's concerns and recommending practical solutions, and improving the knowledge of members of Ryder's businesses and customers. A unique aspect of the group and a key to its success is the involvement of senior management. The group is guided by a Governing Board, comprised of 10 senior-level female managers, and an Executive Advisory Committee.

COMPANY	PROGRAMS	DESCRIPTION
		comprised of four of the chairman's direct reports and human resources executives. Throughout the year, the group sponsors special events featuring nationally recognized business leaders, and frequently asks Ryder's corporate and division officers to formally speak to members about company growth and business plans. Having the group's objectives aligned with corporate objectives and the involvement of senior management have been critical to its success.
Tenneco, Inc.	Women's Advisory Council	The Council was established in January 1988 by then Chairman James L. Ketelsen to help increase the number of women in leadership positions. Since then, the group has worked with management and corporate human resources officers to achieve its goals. Approximately 20 executive and management women from all company divisions are part of the Council, which also has a non-member senior executive liaison. The Council receives its operating budget from the company and uses company personnel, facilities and communications services. Members of the Women's Advisory Council helped corporate human resources officers facilitate company-wide adoption of "Workforce 2000 Initiatives," a training program for addressing workforce diversity issues. The group also assisted corporate human resources officers in developing the "Work/Family Support Program," which offers a range of work and family benefits, including a six-month, unpaid family care leave. The number of women in senior management has grown significantly since the Council was established.
Texas Instruments	Corporate Services Women's Initiative	The Initiative is a management-supported group of approximately 50 female engineers, managers, and technical employees in the company's Corporate Services division. Founded as a grassroots effort by two women in 1990, the stated charter of the group is to champion the full participation of Corporate Services women at all levels and aspects of the business by promoting their professional and personal goals. The Women's Initiative helps top management understand and resolve issues that will enable the company to better recruit and retain women. Using the Corporate Services Women's Initiative as a model, five additional women's networks have formed in other company divisions.

SUMMARY TABLES: WORKFORCE DIVERSITY INITIATIVES ELIMINATION OF SEXUAL HARASSMENT

COMPANY	PROGRAMS	DESCRIPTION
Apple Computer	Sexual Harassment Policy	The policy was instituted in February 1991 as part of an overall effort to bring more structure to a relatively liberal environment. When confronted with sexual harassment situations, the company is not reluctant to take action; offenders are terminated when appropriate. The policy has three components: a statement defining and prohibiting sexual harassment; a section outlining managers' responsibility, and a section describing the process of filing and resolving grievances.
AT&T	Policy Training manual	A company-wide sexual harassment policy was implemented in the early 1980 as a step toward ensuring a nondiscriminatory workplace. The employee manual, "*Dealing With Sexual Harassment, a Guide for Employees,*" conveys the nature and implications of sexual harassment by illustrating real-life examples of improper behavior, and consequences for harassers. The "New Focus on Sexual Harassment" workshop sensitizes supervisors and employees to the nuances of sexual harassment through videotapes, case studies, and role playing.
E.I. du Pont de Nemours & Company	A Matter of Respect	In 1987, the company developed this four-hour workshop to help create a responsible and respectful environment free of sexual harassment and discrimination. The workshop uses a videotape of real-life examples of sexual harassment, including the more subtle forms, the offensiveness of which men are often unaware. After an employee discussion of their perceptions of sexual harassment, the facilitators define the legal parameters and implications of sexual harassment. Another video shows the company's chief executive officer expressing his disapproval of sexual harassment. The final segment outlines the resources available to employees and the actions they can take.

SUMMARY TABLES: FAMILY FRIENDLY PROGRAMS

COMPANY	PROGRAMS	DESCRIPTION
Eastman Kodak Company	Work and Family Program	A task force was appointed in November 1986 to examine work and family issues. The task force reviewed the programs of 33 work-and-family-supportive companies, surveyed 2,000 Kodak employees and consulted with work and family specialists. The result was a comprehensive work and family program which includes up to 17 weeks of unpaid, job-protected family leave, child care resource and referral service, and corporate funding for start-up cost for day-care homes in Kodak communities.
	Parental Leave	A surprisingly high number of men have taken advantage of a generous family leave policy without stigma and without derailing their careers. Also unusual is the length of leave the men have taken to care for their infants: an average of 12.2 weeks, which is just a week less than the average leave for mothers. Full health coverage continues during leave, and employees are assured of returning to the same or comparable job.
Fel-Pro, Inc.	Family Friendly Programs	Fel-Pro increased its financial aid for adoption from $2,500 to $5,000 and increased its tuition refund benefits from $2,500 to $3,000 for undergraduate studies and from $5,000 to $6,500 for graduate studies. Tuition reimbursement has been extended to part-time employees, who are mostly female.
John Hancock Financial Services	Family Care Issues	The company designed its innovative Family Care Issues to help recruit and retain top talent. The company has instituted a program that includes such benefits as a one-year unpaid leave of absence and an on-site child care center. But the company has gone beyond traditional work and family programs: a Summer Care Fair offers employees and the public information about summer camps and programs in New England and a "Kids-to-go" program works with local day care centers to provide activities for the school-aged children of employees during school holidays and vacations.

SUMMARY TABLES: FAMILY FRIENDLY PROGRAMS

COMPANY	PROGRAMS	DESCRIPTION
Johnson & Johnson	Balancing Work and Family Program	The program includes the following components: Child Care Resource and Referral; On-site Child Development Centers; Dependent Care Assistance Plans; Family Care Leave; Family Care Absence; Flexible Work Schedules; Adoption Benefits; SchoolMatch; Elder Care Resource and Referral; Relocation Planning; and Employed Spouse Relocation Services. These initiatives were designed in large part to address the changing composition of their work force — the increasing numbers of women, two-career families, single parents, and the children of elderly parents. The company conducted a survey that showed that between 1990 and 1992, supervisors became significantly more supportive of employees when work/family problems arose and supervisors were also seen as more supportive of the use of flexible time and leave policies. There was, however, no impact on absenteeism or tardiness.
Marquette Electronics	On-Site Daycare, Flexible Work Schedules	Marquette has two on-site centers serving 175 children. Workers can adjust their schedules daily, if necessary, to meet family needs.
NationsBank	Shared Parenting	The bank is one of the first, if not the only company to offer fathers paid time off to care for their newborn children. The policy is based on the company's belief that parenting is a shared responsibility. New fathers receive up to six weeks of paid paternity leave: for each year of service they accrue one week of leave.
SC Johnson Wax	Child care/ parental leave	One of the company's foremost work and family benefits is its on-site child care program, established in 1985. The child-care program provides before- and after-school care, transportation to and from school, a kindergarten program and parent training for employees. The center has been accredited by the National Association for the Education of Young Children. During the summer, the company offers full-time day care for school-age children of employees.

COMPANY	PROGRAMS	DESCRIPTION
		The parental leave policy allows up to three months of unpaid leave for both male and female employees. This is in addition to the paid medical leave for the mother. The option to work part-time following parental leave is also available.
Pacific Gas and Electric	Adoption Reimbursement Program	The Adoption Reimbursement Program reimburses employees for 100 percent of their covered expenses — up to a maximum of $2,000. The adoption of stepchildren is covered and adopted children can be any age up to 18. There are no limits on the number of adoptions per employee that can qualify for reimbursement. Covered expenses include legal, court, adoption agency and placement fees, medical expenses, and transportation expenses, and transportation expenses associated with picking up the child.
JC Penney Co., Inc.	On-Site Child Care	A child care center in the home office building is available to all JC Penney Co., Inc. employees. The 10,000-square-foot facility can accommodate 157 children from 6 weeks to 5 years of age at an average cost of $100 per week.
Tandem Computer, Inc.	Model Maternity Leave	Tandem has offered a nine-week unpaid parental leave for over 10 years. A full-time disability leave manager helps expectant parents obtain and process the necessary medical and insurance forms, and an on-staff nurse is available to check on the health of pregnant employees. Tandem also recognizes infertility by covering up to three in-vitro fertilization treatments as well as expenses for surrogate mothers.
US Sprint	FamilyCare Program	To generate awareness and build broad-based support, Sprint appointed 150 employees from a range of company divisions to 11 career and family action teams. The teams developed the blueprint of the FamilyCare program. Announced in July 1989, FamilyCare provides flexible work schedules, a dependent-care resource and referral service, adoption assistance, personal and family counseling, working-partner relocation assistance, and flexible health-care benefits.

SUMMARY TABLES: FAMILY FRIENDLY PROGRAMS

COMPANY	PROGRAMS	DESCRIPTION
Arthur Andersen & Co.	Flexible Work Program	The program allows female or male managers to return to work on a part-time basis for up to three years following the birth or adoption of a child, while maintaining the benefits of a full-time employee. Andersen clearly communicates that managers who work part-time at some point in their careers will remain eligible for partnership; flexible work arrangements will lengthen an employee's progression toward partnership, not derail it.
Corning Glass Works, Inc.	Alternative Job Schedules	Corning's policy states that "alternative job schedules are privileges—not rights." An employee must have a good performance rating and the position must lend itself to a nontraditional schedule. Options include part-time, flextime, job sharing, and work at home.
Eastman Kodak Company	Professional Flexible Work Arrangements (FWAs)	Flexible work arrangements, including those at the managerial level, have been available on an ad hoc basis since the early 1980s. In November 1988 a formal policy was introduced in which part-time, job sharing, and flextime are available to all employees.
North Carolina National Bank	Alternative Work Schedules	In 1987 the bank began offering employees on parental leave the opportunity to rejoin the workforce at their own pace during a six-month leave period. Employees arrange their schedules with their managers, receive full benefits and a prorated salary, and return to the same or comparable position. The bank also offers Select Time, a part-time program instituted in 1988. Although Select Time has been used mostly by officers and managers, it is available to any employee who has worked at NCNB at least a year and performs at a level rated "satisfactory" or above.
Pacific Bell	Telecommuting	Pacific Bell has been researching the business costs and payoffs of telecommuting since the inception of its pilot telecommuting program in May 1985. The company defines telecommuting as working from a site other than the office using telecommunications technology.

COMPANY	PROGRAMS	DESCRIPTION
The San Francisco Bar Association	Model Alternative Work Schedule Policy	The policy, drafted by the association's Committee on Equality, outlines four options that it says firms should make available to lawyers: (1) flextime; (2) part-time; (3) job sharing; and (4) flexiplace. The model policy is compatible with the American Bar Association, the Oregon State Bar Association and the policy put forth by the Minnesota Women Lawyers. The four models agree that: • Alternative work schedules should be available to both men and women; • Compensation should be calculated on a pro rata basis, with full or prorata benefits; • There should be periodic review of alternative work schedule arrangements; • There should be uninhibited promotion and advancement for part-time attorneys, but those attorneys have a responsibility to keep regular hours and to be available even when not in the office.
Sidley & Austin	Part-time Work Policy	The law firm, located in Chicago, introduced a part-time work policy in 1987. Part-time, normally 60 to 80 percent of a full-time work load, is not restricted to dependent-care needs. Most often it is new mothers who take advantage of the policy, which entitles them to take up to an eight-month, full-time parental leave. After this leave ends, the firm permits the associate to work part-time for up to six months. If the arrangement does not jeopardize the needs of the practice, an employee can request to work part-time indefinitely.
Skadden, Arps, Slate, Meagher & Flom	Part-time policy	In 1981, the law firm adopted a policy allowing attorneys with two years of experience at the firm to work part-time. In 1984, the option was expanded to include new recruits. The policy has no restrictions in terms of duration. While part-time attorneys are not on the partnership track, they can pursue partnership once they return to full-time status.

COMPANY	PROGRAMS	DESCRIPTION
Steelcase, Inc.	Professional Job Sharing	After offering job-sharing for 6 years to nonexempt salaried employees, the company extended the option to its entire work force in 1988. Management encourages employees and their supervisors to customize job sharing arrangements. The most common arrangement features a weekly schedule divided between the partners. Job sharers receive half of their medical, dental, and life insurance benefits, but can purchase a full package at the company's group rate. Vacation and sick days are prorated, and annual merit raises and promotion opportunities are preserved.
Tucson Medical Center	Alternative Scheduling	The 15-member Nursing Recruitment and Retention Committee works with senior administration and the governing board to identify projects and programs that help prevent or reduce the effects of the nursing shortage. Staffing and scheduling are known to be areas of dissatisfaction for nurses and may cause a nurse to leave an institution. Tucson Medical Center has the traditional eight-hour shift, and also ten-hour, twelve-hour, split, and other nontraditional shifts. In many cases, through a process of self-scheduling, the nurses put these shifts together to provide 24-hour coverage. This departure from traditional scheduling by the management team allows staff nurses to develop their own work calendar within some pre-established parameters.

SUMMARY TABLES: FAMILY FRIENDLY PROGRAMS PARENTAL LEAVE

COMPANY	PROGRAMS	DESCRIPTION
Aetna Life & Casualty	Family Benefits	A Family Leave Policy was implemented in June 1988. The policy grants employees, both male and female, up to six months of unpaid leave following the birth or adoption of a child or to deal with a serious illness of a parent, spouse, or child.
Corning Glass Works, Inc.	Policy	The parental leave policy provides six weeks of disability leave for maternity, including full benefits, followed by an optional 20 weeks of child care leave for new fathers as well as mothers, including adoptive parents, and an optional part-time return. At the end of parental leave or at any other point an employee needs more time for family care responsibilities, he or she may elect to work flexible hours, arrange a jobsharing situation or work at home. The program allows employees temporary part-time work assignments when they need to devote extra time to caring for children or other dependent relatives.
IBM	Policy	In October 1988, IBM extended its unpaid personal leave of absence from 1 to 3 years to help employees balance career and family responsibilities. Employees taking leaves of one year or less are guaranteed their same or a comparable job upon return; workers who take longer leaves are assured of a job but not necessarily at the same salary or level.
Proskauer, Rose, Goetz & Mendelsohn	Family Benefits for Men	In March 1989, this law firm adopted a policy granting three-month paid parental leaves for male and female associates. The policy dictates that "eligibility for partnership consideration shall not be affected in any way by the fact that an associate has been on child care leave, although the timing of such consideration may be affected if the leave or leaves are for extended periods." To qualify for the paternity leave, new fathers must be the primary caregiver in the family and must have been employed by the firm for at least a year.

COMPANY	PROGRAMS	DESCRIPTION
Allstate Insurance Company, American Express Company, Amoco Corporation, IBM Johnson & Johnson, Motorola, Inc., The Travelers, Xerox Corporation, and Work/Family Directions	The American Business Collaboration for Quality Dependent Care	The program is championed by Allstate Insurance Company, American Express Company, Amoco Corporation, IBM Corporation, Johnson & Johnson, Motorola, Inc., The Travelers, Xerox Corporation, and Work/Family Directions. The collaboration is an effort by 109 companies and 28 public and private organizations to ease the work/family conflicts of their employees. This unique effort aims to increase the supply and enhance the quality of dependent care services for their employees and the communities in which they live and work. The Collaboration has invested more than $25 million in 300 dependent care programs in 44 communities.
American Express Company, J.P. Morgan, and Philip Morris	Partnership for Eldercare	In collaboration with the New York City Department for the Aging, the program was developed to assist employees with elder-care support. The companies fund the program, and in turn, they choose Department of Aging services that best fit their needs and corporate cultures. Among them are on-site seminars for employees on such topics as legal and financial planning and nursing home placement, individual consultation to assess the elder-care needs of employees and to refer employees to appropriate resources, an elder-care counseling "hot-line," and technical assistance for human resources professionals in designing and communicating elder-care benefits packages. Representatives from sponsoring companies meet on a regular basis to discuss the status, strategies, and goals of the partnership.
Champion International Corporation	On-site child care center	Based on an employee survey indicating child care as a major concern, and strong support from its Chief Executive Officer, the company opened an on-site child care center in 1988. The 4,900-square-foot center, housed in an office building adjacent to corporate headquarters, was imaginatively designed by an architect with experience in child care center planning. Each age group has a separate room, and a complex security system ensures safety and proper visitor identification. While the center is open to the community, children and

COMPANY	PROGRAMS	DESCRIPTION
		grandchildren of Champion employees are given preference. Currently, the center provides care for 60 children aged three months to five years, and a waiting list exists. In keeping with Champion's commitment to accessible, high-quality care, the center is accredited by the National Association for the Education of Young Children.
IBM	Elder Care Referral Service (ECRS)	IBM introduced its Elder Care Referral Service in February 1988 to ease the caregiving responsibilities of its U.S. employees, retirees, and their spouses. Through a nationwide network of 200 community-based organizations, ECRS provides personalized telephone consultation, which educates employees on elder care issues and refers them to services or care providers in the area in which their dependent relative resides. IBM offers the referral service on a prepaid contractual basis, while the employee or older relative selects and pays for the actual care provided.
Stride Rite Corporation	On-site intergenerational center	Opened in March 1990, the center was the first of its kind to be sponsored by an American company. To assist with the center, Stride Rite has enlisted the help of Wheelock College, a Boston-based school that specializes in child care and family studies, and Somerville-Cambridge Elder Services, a local nonprofit agency that provides assistance to the elderly. At full capacity, the center accommodates 55 children (ranging in age from 15 months to 6 years), and 24 adults age 60 and over. To foster the relationship between children and elders, the center sponsors such activities as reading and writing stories, playing games, celebrating holidays, cooking and arts and crafts. It is open to employees as well as to members of the community, some of whom receive state-subsidized membership. There is a sliding-scale fee structure based upon family income.

METHODOLOGY FOR MEASURING GLASS CEILING REALITIES

METHODOLOGY FOR MEASURING GLASS CEILING REALITIES FOR THE AFRICAN AMERICAN AMERICAN, INDIAN, ASIAN AND PACIFIC ISLANDER, AND HISPANIC AMERICAN POPULATIONS

An analysis of the 1990 Census data was conducted to establish baseline employment characteristic data on a national level for the specific ethnic group and for other variables. By performing a secondary data analysis (i.e., analysis of existing government datasets), alternate variables for describing potential glass ceiling conditions encountered by each ethnic group were identified.

Despite the lack of specificity of senior-level positions under the current Standard Occupation Classification System (SOC) on the 1990 Census, there were other characteristics which were analyzed to improve our knowledge of the occupation patterns. Using the 1990 Census Public Use Microdata Sample (PUMS 5% dataset), the following variables were processed and analyzed:

A. Class of worker/work segment was related to advancement opportunities and income. The potential barriers to professional advancement varied depending on whether the persons works for the government, or profit company, or not-for-profit organization. For the purposes of this report, the focus of the data extractions was the private for profit segment.

B. Industry played a role in the occupation opportunities. There was more mobility in certain industries than others. Also, the salary range differed by industry. By knowing the employment pattern based on industry, it explained the occupation and income differentials. Industry categories analyzed were: manufacturing, transportation, communications, public utilities; wholesale trade, retail trade, finance, insurance, and real estate, business services and repair services, professional and related services, public administration, and other industries.

C. Nativity affected employment and occupation opportunities. Immigrants' employment experience differed from the U.S.-Born experience. For the Asian and Pacific Islander American community, given that two-thirds of the Asian and Pacific Islander Americans are immigrants and that more than half of them immigrated to the U.S. during the 1980s, this particular segment in the workforce would not have had enough time to "climb

the corporate ladder." The fields that were analyzed in regard to nativity for API and the Hispanic communities were U.S.-Born and Foreign Born.

D. Income was an important variable for assessing whether executives/administrators and managers are at par with their peers. The wage/salary income ranges that were analyzed for the four groups were: zero to $24,999, $25,000 to $49,999, $50,000 to $74,000, $75,000 to $99,999, $100,000 to $139,000, and $140,000 or more.

E. Gender was important in examining differences in occupational achievements of men and women. Certain occupations and industries are dominated by men or women; thus the distinction in the analysis was useful.

F. Educational attainment was used in determining the return on investment. The education attainment categories analyzed were: (a) Less than a bachelor's degree (b) bachelor's degree (c) master's or professional degree, and (d) doctorate degree.

G. Age was a variable used in this analysis for Hispanic Americans. Variances in the mean wage income in the datasets was an indicator of the negative impact of the glass ceiling in the area of compensation. It is hypothesized that when controlling for education and other factors,

Hispanic Americans just out of college (between the ages of 25-29) are being compensated at levels equal, or relatively close to their white non-Hispanic male counterparts. In addition, as Hispanics climb the occupational "pipeline" their mean-wage income lags behind that of their white male counterparts—an indication of the pressure of the glass ceiling. Thus, Hispanic male employees between the ages of 40-54 have significantly lower incomes than their white non-Hispanic counterparts.

Two analyses were performed: one nationally and the other by states with the largest group of the specific ethnicity. The Hispanic American subgroups that were analyzed were Mexican American, Puerto Rican American, Cuban American and Other Hispanics. Asian and Pacific Islander American subgroups examined were: Chinese, Filipino, Japanese, Korean, Vietnamese, Asian Indian and Other Southeast Asians. Hawaiian was the only Pacific Islander group disaggregated in this analysis.

The occupation category for analysis was limited to the executive, administrator, and manager level as this is the level that is most impacted by the glass ceiling. The 1990 Census codes "006" through "022" were taken as an aggregate group to comprise this category. (Refer to the Standard Occupational Classification Tables).

The cross-tabulations controlled for the **executives, administrators, and managers** of private-for-profit companies by gender. The following cross-tabulations were performed:

1. Race by Occupation by Gender
2. Race by Industry by Gender
3. Race by Industry by Class of Work by Occupation by Gender
4. Race by Industry by Class of Work by Education by Occupation by Gender
5. Race by Industry by Class of Work by Education by Occupation by Gender

STANDARD INDUSTRY CLASSIFICATIONS (SIC)

The Industry Classifications used in this report are based on the 1990 Census of Population of Housing. The classifications were developed from the 1987 Standard Industrial Classification (SIC) table.

There were seven broad categories used in the analysis: 1) Business Services; 2) Finance, Insurance and Real Estate; 3) Manufacturing; 4) Retail trade; 5) Wholesale trade; 6) Transportation and Public Utilities; and 7) Public Administration.

The industry analysis was performed for the United States (National level) and regions with the highest population percentage of the specific race/ethnicity group (except African Americans) as defined by the 1990 Bureau of the Census (5%) PUMs dataset. The agriculture and mining industries were examined in the analysis. However, the data cells for the senior level executives, administrators, and managers were too small to be statistically significant/reliable; thus, these industries were not reported.

The Asian subgroups examined were: Chinese, Filipino, Japanese, Korean, Vietnamese, Asian Indian and other Southeast Asians. The Hispanic subgroups examined were: Cuban, Puerto Rican, Mexican and other Hispanics.

The occupation category for this analysis was limited to the executive, administrative, and managerial level, as this is the level that is most impacted by the glass ceiling effect.

The table refers to the industry codes analyzed.

SIC Code	Industry Category
010-032	Agriculture, Forestry, and Fisheries
040-050	Mining
100-392	Manufacturing
400-472	Transportation, Communications and Public Utilities
500-571	Wholesale trade
580-691	Retail trade
700-710	Finance: Banking, savings institutions including credit unions, credit agencies, security, commodity brokerage, and investment companies.
711	Insurance
712	Real Estate, including real estate insurance offices
721	Advertising
722-741	Business Services
812-840	Health Care: offices and clinics, hospitals, nursing, and personal care facilities, health services
900-932	Public Administration

STANDARD OCCUPATIONAL CLASSIFICATIONS (SOC)

The list presents the occupational classification developed for the 1990 Census of Population and Housing. There are 501 categories for the employed with one additional category for the experienced unemployed and 3 additional categories for the Armed Forces. These categories are grouped into 6 summary groups and 13 major groups. The classification is developed from the 1980 Standard Occupational Classification. "n.e.c." is the abbreviation for not elsewhere classified.

OCCUPATION

There are thirteen occupational categories; 1) Executive, Administrative and Managerial; 2) Professional Specialty; 3) Technicians and Related Support; 4) Sales; 5) Administrative Support; 6) Private Household; 7) Protective Services; 8) Service (except protective and household); 9) Farming and Forestry; 10) Precision Production, Craft, and Repair; 11) Machine Operators, Assemblers, and Inspectors; 12) Transportation and Material Moving Occupation; and 13) Military.

This glass ceiling analysis focuses on Census occupation codes 006 through 022. Specifically, these are: 006-Administrators, Protective Services; 007-Financial Managers; 008-Personnel and Labor Relations Managers; 009-Purchasing Managers; 013-Managers, Marketing, Advertising, and Public Relations; 014-Administrators, Education, and Related Fields; 015-Managers, Medicine, and Health; 016-Postmasters and Mail Superintendents; 017-Managers, Food Serving, and Lodging Establishments; 018-Managers, Properties, and Real Estate; 019-Funeral Directors; 021-Managers, Service Organizations, n.e.c.; 022-Managers and Administrators, n.e.c.

The table below outlines many occupation codes are presented as ranges; for example, legislators (001-003). The Occupation Code List includes single census occupation codes and is comparable Standard Occupational Classification (SOC) code equivalents.

Occupation Category

MANAGERIAL AND PROFESSIONAL SPECIALTY OCCUPATIONS

Executive, Administrative, and Managerial Occupations

006	Administrators, Protective Services
007	Financial Managers
008	Personnel and Labor Relations Managers
009	Purchasing Managers
013	Managers, Marketing, Advertising, and Public Relations
014	Administrators, Education, and Related Fields
015	Managers, Medicine, and Health
016	Postmasters and Mail Superintendents
017	Managers, Food Serving, and Lodging Establishments
018	Managers, Properties, and Real Estate
019	Funeral Directors
021	Managers, Service Organizations, n.e.c.
022	Managers and Administrators, n.e.c.

n.e.c. = not elsewhere classified

SURVEY OF CEOs

METHODOLOGY

The 25 CEOs interviewed did not represent a scientific random sample. Participants were chosen across industry and geographic lines, with a mix of small and large, public and private businesses. No CEO who was asked to participate refused. Some of the companies they lead do business on a regional basis, most are national, and a few operate in the international marketplace. Eight minority-owned businesses headed by men were included in the sample. The following selection criteria were used:

Minimum Number of Employees:
500 to 500,000

Minimum Annual Revenue:
$5 million to $84 billion

Ownership:
Publicly traded and privately owned

Headquarters Location/Service Areas:
East Coast, South, Midwest, Southwest, West Coast

Industrial Sectors:
Manufacturing, transportation, communications, advertising, print media, television and telecommunications, public utilities, wholesale and retail trade and distribution, investment banking, law, information technology, aerospace, and defense.

The interviews were conducted by representatives of the Glass Ceiling Commission's Research Consortium. All interviews were based on the set of questions that follow. The interviews were conducted as structured, hour-long conversations, and not as strict question-and-answer interrogations. Whenever possible, the interviewers asked for examples and anecdotes to illustrate the points the CEOs were making. To encourage the highest levels of candor, the CEOs were granted anonymity. The conversations were not recorded but the interviewers did take detailed notes. On occasion, the interviewers read back statements to the interviewees to ensure that the CEO was being quoted accurately.

The 25 interviews were compiled in a paper entitled *In Their Own Words: CEO Views of Diversity at the Top.* This paper, available from the Glass Ceiling Commission, provides an extensive review

of the opinions, experiences, and judgments expressed by CEOs about the problems and challenges inherent in achieving *gender, racial, and ethnic diversity at the top.*

QUESTIONS POSTED IN NONRANDOM SAMPLE INTERVIEWS WITH CEOS

Diversity, along with Team Management and Quality Management, has received a great deal of attention by management experts over the past five years. In fact, a whole industry has grown around diversity training. Yet there continues to be a debate between (1) those who assert that diversity—in terms of minorities and women—on boards and in the top ranks of management is crucial to the future of healthy business, and (2) those who feel equally as strongly that the best interest of business and the bottom line is served by homogeneous top management—like-minded individuals pursuing mutual goals. Most of the academicians and advocates who argue these matters pro or con are not on the firing line. **You are** and we are interested in your experience and point of view.

In your opinion, what are the downsides and upsides of *diversity at the top?*

Has your Board put any pressure on you one way or the other? Have you put pressure on your Board?

Have you experienced pressure from other quarters? If so, where has it come from and how have you been able to respond?

(IF THEY SEE MORE DOWNSIDES THAN UPSIDES: THE FOLLOWING APPLY)

What has been your experience in hiring and promoting minorities and women?

Has your reluctance to include more minorities and women in the pipeline caused any problems? If so, with whom and how have you dealt with those problems?

(IF THEY SEE MORE UPSIDES THAN DOWNSIDES: THE FOLLOWING APPLY)

What motivated you to support the inclusion of minorities and women in top policy-making and decisionmaking levels?

What management challenges did you face when you moved to increase the representation of minorities and women in the top management of your organization?

How did you motivate your in-place managers to change the way they think about staffing?

What formal programs were put in place regarding recruitment, development, succession, and so

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forth? Have there been informal activities that promoted diversity?

What were the major obstacles you met in promoting the inclusion of minorities and women? What were the outstanding successes? Have the formal or the informal actitivities proven most successful in increasing diversity at the top?

What have you learned? What indication do you have that diversifying top management has been good for business?

FOCUS GROUP METHODOLOGY

Eight two-hour focus groups were conducted in professional research facilities in four (4) U.S. cities: New York, Chicago, Los Angeles and Washington, D.C. All respondents participated in racially homogenous groups — two groups each of African Americans, American Indians, Asian and Pacific Islander Americans (API), and Hispanic Americans. A total of 63 people participated.

All African American, Asian and Pacific Islander American (API), and Hispanic American respondents were male, 35-65 years old, and college graduates with a mix of bachelor, master's, and Ph.D. degrees. All were full-time managers with U.S. companies. Respondents were employed by the following industries: communications, legal, electronic, health care, aerospace, utility, airline, financial/ banking, travel, transport, publishing, realty, employment services, personal products and beverage.

Two of the eight focus panel groups were held with American Indians. These groups included both men and women. All were in managerial or executive positions within the public sector (group 1) and the private sector (group 2), and were college graduates representing a mix of bachelor, master's, and Ph.D. degrees. The majority of the respondents were based in Washington but some traveled from as far as California to participate.

The intended outcome of the focus groups were to:

1. Define and understand the concept of the glass ceiling
2. Explore the role, impact, and outcome of the glass ceiling on their jobs and careers
3. Discover the possible cures for glass ceiling barriers

Statement of Limitations

Focus groups seek to develop insight and direction rather than quantitatively precise measures. Because of the limited number of respondents and the restrictions of recruiting, this research must be considered in a qualitative frame of reference. The information presented from these groups cannot be projected to a universe of similar respondents.

The value of focus groups is in their ability to provide unfiltered, unbiased comments from a segment of the target population and for decisionmakers to gain insight into the beliefs, attitudes, and perceptions of their consumer base.

EMPLOYED PERSONS WITHIN INDUSTRY BY RACE AND HISPANIC ORIGIN

Industry	Business Services	Communications	Finance Insurance and Real Estate	Manufacturing	Public Administration	Retail Trade	Transportation	Utilities	Wholesale Trade
White	31,122,541	1,327,802	6,861,092	16,890,055	4,368,430	16,364,128	4,081,444	1,259,288	4,394,632
Percent of Industry	79%	80%	83%	79%	76%	80%	77%	82%	83%
African American	4,271,203	200,754	670,697	1,961,469	847,814	1,611,127	699,951	1,57,594	328,670
Percent of Industry	11%	12%	8%	9%	15%	8%	13%	10%	6%
Hispanic American	2,609,580	91,562	459,141	1,793,630	340,940	1,627,779	380,003	87,444	414,909
Percent of Industry	6.6%	5.5%	5.5%	8.3%	5.9%	7.9%	7.1%	5.6%	7.8%
Asian & Pacific Islander	1,192,364	36,354	253,873	632,058	136,003	692,411	141,280	25,628	145,5402
Percent of Industry	3.0%	2.2%	3.1%	3.0%	2.4%	3.4%	2.6%	1.7%	2.7%
American Indian	235,768	8,157	28,700	117,389	58,472	118,938	31,628	11,229	23,251
Percent of Industry	0.6%	0.49%	0.35%	0.55%	1.02%	0.58%	0.59%	0.73%	0.44%
Total Employed by Industry	39,431,456	1,664,629	8,273,504	21,394,602	5,751,660	20,414,384	5,334,307	1,541,184	5,307,003

Source: 1990 Bureau of the Census, Social and Economic Characteristics

EMPLOYED PERSONS WITHIN INDUSTRY BY GENDER AND OCCUPATIONAL LEVEL

Industry	Business Services	Finance Insurance and Real Estate	Manufacturing	Public Administration	Retail Trade	Transportation Public Utilities Communications	Wholesale Trade
Males	14,830,000	3,323,000	14,315,000	3,218,000	9,444,000	5,819,000	3,329,000
Percent of Industry	37.9%	41.4%	67.6%	57.4%	48.1%	71.5%	71.6%
Female	24,254,000	4,697,000	6,868,000	2,390,000	10,174,000	2,317,000	1,322,000
Percent of Industry	62.1%	58.6%	32.4%	42.6%	51.9%	28.5%	28.4%
Total Employed as Executive/Administrator/Mgr.	4,757,000	2,089,000	2,544,000	1,201,000	1,550,000	920,000	528,000
**% of total positions at Exec/Admin	12.17%	26.04%	12.01%	21.42%	7.90%	11.30%	11.35%
Males	2,415,000	1,046,000	1,874,000	702,000	834,000	627,000	341,000
***% Male at occupation level	50.77%	50.07%	73.66%	58.45%	53.81%	68.10%	7.33%
Females	2,342,000	1,043,00	671,000	499,000	716,000	294,000	187,000
***% Females at occupation level	49.23%	49.93%	26.38%	41.55%	46.19%	31.90%	35.42%
Total Employed by Industry	39,084,000	8,021,000	21,184,000	5,608,000	19,618,000	8,136,000	4,651,000

*Data totals do not reflect the *total* Civilian Labor force. Data is based on respondents to the Bureau of Labor Statistics Current Population Surveys.
**Data in these rows are calculated by the total number of executives, administrators and managers divided into the total employed in the industry.
***Data in this row is calculated by the total number of executives, administrators and managers (by gender) divided into the total number of executives, administrators and managers employed in the industry.

*Source: Bureau of Labor Statistics, 1990 Household Data Annual Averages**

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PUBLIC HEARINGS: ROSTER OF ORAL TESTIMONY

GLASS CEILING HEARING ORAL TESTIMONY
KANSAS CITY, KS DECEMBER 8, 1992

Testifier	Organization
Samuel L. Adams, Jr. Professor	School of Journalism University of Kansas at Lawrence
Gloria J. Abercrombie Director	Mid-County Development of Kansas City, Inc.
Lynn E. Bertuglia Chairperson	Women in Engineering Task Force National Society of Professional Engineers
Wendy Bishop Coordinator	Corporate Communications INTERTEC Publishing Company
Diane Bliss Sales Consultant	Texas Instruments
Vicki McDonald Bowers President	McB Construction Specialists, Inc. & Construction Workforce Consultants, Inc.
Sharon Sanders Brooks Civil Rights Investigator	Human Relations Department Kansas City, Missouri
Towanda Hall Combs Managing Director	INROADS Kansas City, Missouri
Linda G. Cooper Founder and President	LGC and Associates
Carolyn B. Elman Executive Director	American Business Women's Association
Mary Fogarty Power Plant Operator	Board of Public Utilities

Testifier	Organization
Cynthia Frewen-Wuellner Board Member	National Association of Women Business Owners
Stacy A. Galary Attorney	
Dr. Jacob U. Gordon Executive Director	Institute for Black Leadership, Development and Research University of Kansas at Lawrence
Ron Griffin Professor of Law	Washburn University
Ascension Hermandez National Vice President, Midwest	League of United Latin American Citizens
Bobbi L. Herring Executive Director	Central Exchange
Gromer Jeffers, Jr. President for Print Kansas City Chapter, Kansas	Kansas City Association of Black Journalists
Dr. Sue P. McDaniel Executive Director	Missouri Women's Council on Economic Development
Dr. John Maestas Vice President	Institutional Advancement College of West Virginia
Ruth L. Margolin Executive Director	Women's Center University of Missouri
Annalisa Miranda Material Control Manager	The School District of of Kansas City, Missouri

Testifier	Organization
Albert L. Myers Director	Lincoln University Career Advisement, Planning, and Placement
Monica Nightingale-Hawkins Vice President	AA Productions Marketing/Productions
Dr. Tzy C. Peng Retired Senior Scientist	McDonnell-Douglas Corporation
M. C. Richardson Chairman	United Minority Media Association
Kim E. Rose Director of Human Resources	Hyatt Regency Hotel, Kansas City, Missouri
Levita Ross Coordinator	Job Referral/Intern Program United Minority Media Association
Laura Ruffin Vice President	Urban League Greater Kansas City Kansas City, Misssouri
Louis Smith President	Kansas City Division of Allied Signal Aerospace Company
Bridget Sperl Vice President	Human Resources Services IDS Financial Service, Inc.
Dr. Michele Stern	Black & Veath
Mickey D. Vulgamott	
Turner White Vice President	Communications and Marketing Kansas City Power & Light

GLASS CEILING HEARING ORAL TESTIMONY DALLAS, TX
DECEMBER 10, 1993

Testifier	Organization
Richard J. Bela President	Hispanic Association on Corporate Responsibility
Marjory Lou Bettes Attorney	
Robert Blonk Manager	AT & T Power Systems Human Resources
Billie Bryant Owner & President	CESCO
Paula Clements Executive Director	National Association of Women in Construction
Sandy Cooke President Dallas Chapter	American Women in Radio & Television
Gale Duff-Bloom Executive Vice President	JC Penney Company, Inc.
Gordon England President	Lockheed, Fort Worth
Abel M. Gonzales, Representative and Member	LULAC (League of United Latin American Citizens) & Hispanic MBAs of San Antonio, Texas
Susan Gore	Mentor Group
Charles Grantham Executive Director	National Basketball Players Association Coalition for Equality in Sports
Raul Reyna President	National Hispanic Employees Association

Testifier	Organization
Georgia R. Scaife Director	GTE Telephone Operations EEO/Affirmative Action
Nancy H. Steorts Chairman	Women's Working Committee on the Glass Ceiling
Robert A. Vanourek President and CEO	Recognition International
Lena Watts Accountant & Member	National Organization of Women

GLASS CEILING HEARING ORAL TESTIMONY LOS ANGELES, CA FEBRUARY 11, 1994

Testifier	Organization
Dr. Roy D. Adler Professor & Researcher	Pepperdine University
Betsy Berkhemer-Credaire President/CEO	Diversity Search Partners, Inc. Executive Recruitment
Henry Der Executive Director	Chinese Affirmative Action
Robert Gnaizda General Counsel	The Greenlining Coalition
Marguerite R. Griffin CPA and Member	American Institute of Certified Public Accountants
Phyllis N. Harris Manager & Attorney	Occidental Petroleum Employment Compliance/EEO
Dr. Karen Hill-Scott Chair Person	Los Angeles Women's Foundation Economic Justice Initiative
Dr. Rita Mae Kelly Professor & Chair	Arizona State University School of Justice

Testifier	Organization
Steward Kwoh Representative	Asian Pacific American Legal Center
Dr. Jonathan S. Leonard Professor	University of California at Berkeley Haas School of Business
Felix Loya Counsel	L. A. Hispanic Professional Roundtable
Shirley C. McCarty General Manager	The Aerospace Corporation Human Resources Division
John F. Moore Senior Vice President	Federal Reserve Bank of San Francisco
Ann M. Morrison President	New Leaders Institute
Caroline Nahas Managing Partner	Korn/Ferry International
Julia Paik Supervising Attorney	Asian Pacific American Legal Defense Center
Paula Petrotta Executive Director	City Commission on the Status of Women
Esther Renteria Representative	National Hispanic Media Coalition
Barbara N. Rodstein Board Member	California American Women's Economic Development Corporation
Dr. Judy Rosener Professor and Author	University of California at Irvine
Charles Smith Vice Pres. & General Manager	Pacific Bell Los Angeles Region
Susan Steinhauser Co-Founder & Past Pres.	L.A. Women's Appointment Collaboration

Testifier	Organization
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Barbara Coull Williams Vice President	Pacific Gas & Electric Co. Human Resources
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Ron Zepeda President	Hughes Aircraft Co. Hispanic Employee Association
OPEN MIKE	
Alice La Brie	
Shirley McCarty	Aerospace Corporation
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Vivian Shimavama, Designer Representative	Breakthrough Unlimited CA American Women's Economical Development Corporation

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CLEVELAND, OH APRIL 22, 1994

Testifier	Organization
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David R. Barclay, Vice President	Work Force Diversity Hughes Aircraft Co.
Alexandria J. Boone Chair	Women's Policy and Research Commission

Testifier	Organization
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Mareyjoyce Green Director	Women's Comprehensive Programs Cleveland State University
Dr. Faith Helmick Vice President	The University of Akron Administrative Support Services
Edward G. Kramer Senior Partner & President	Kramer and Tobocman Co., L.P.A.
Karla M. Lortz Executive Secretary	Governor's Council on People with Disabilities
Michael Mobley Director	The Minority Economic Opportunity Center
Frances Nankoong President	Organization of Chinese Americans of Greater Cleveland
Dennis Raymond Director of Personnel	The Austin Company
Dr. Elizabeth R. Redstone President	Women's Equity Action League (WEAL) of Ohio
Dr. Sandra W. Russ Associate Provost	Case Western Reserve University
Martha Sloan 1993 President	The Institute of Electrical and Electronics, Inc.
Jean Curtis Deputy Administration	Ohio Bureau of Employment Service

GLASS CEILING ORAL TESTIMONY - NEW YORK, NY
SEPTEMBER 26, 1994

Testifier	Organization
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Zita Arocha Executive Director	National Association of Hispanic Journalists
Barbara Arnwine Executive Director	Lawyers Committee for Civil Rights Under Law
Ann Bartel Professor	Columbia University School of Business
Linda Bialecki President	Association of Executive Search Consultants, Inc.
Gary Brouse Director	Interfaith Center on Corporate Responsibility
M. Christine Carty Chair	Obstacles to Advancement Subcommittee of the New York Women's Agenda
Connie Chung Co-Anchor	CBS Evening News Eye To Eye With Connie Chung
J. T. Childs Director	International Business Machines Workforce Diversity
Anna Duran Professor	Columbia University School of Business
Dorothy Gilliam President	National Association of Black Journalists
Nancy R. Hamlin President	Hamlin & Associates, Inc.
Shirley Harrison Director	Philip Morris Companies Inc.

Testifier	Organization
Dr. Charles Kamasaki Vice President	National Council of La Raza
Edward W. Jones, Jr. President	Harvard Business School Black Alumni Association
Jeffrey A. Norris President	Equal Employment Advisory Council
Sharon H. Orlopp Vice President	Kinney Shoe Stores
Karen Page, Chair Alumnae Advisory Board	Harvard Business School Network of Women Alumnae
Merble Reagon Executive Director	Women's Center for Education
Jenny Rivera Former Associate Counsel	The Puerto Rican Legal Defense and Education Fund
James C. Stearns President	United Cerebral Palsy Association, Inc
Ann Taylor	U. S. Trust Company of Boston
Laurence A. Tisch, CEO	CBS, Incorporation
Sheila Wellington President	Catalyst, New York
Dr. Bette Woody Professor	University of Massachussetts at Boston
William Monroe	Trotter Institute
Elissa Opstbaum Habbart	Women Rainmakers Interest Group
Abraham Nad	Corporate Directorship Newsletter
Charles Ralston Attorney	NAACP Legal Defense FundSenior

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SECTION VII

ANNOTATED BIBLIOGRAPHY

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ANNOTATED BIBLIOGRAPHY

The following papers, part of the Advancement Study, provide current assessments of various aspects of the glass ceiling. Each paper includes policy and research recommendations and an annotated bibliography.

1. **Barriers to Work Place Advancement Experienced by African-Americans.** Ella L.J. Edmondson Bell, Sloan School of Management, Massachusetts Institute of Technology and Stella M. Nkomo, Belk College of Business Administration, University of North Carolina at Charlotte.

A statistical overview of the status of African American managers and an examination of the barriers they face as described in social science research literature. The authors' own empirical data, collected from a national sample of African American and White women managers in private sector corporations, provide a special focus on the unique barriers faced by African American women managers. The authors find that African American men and women still lag behind White women and men in holding management positions. Over the past 10 years, the proportion of African American men and women holding management positions has only ranged between 5 and 7 percent. At the individual level, the foremost barrier to their advancement are subtle racism and prejudice. Removing these barriers will require multilevel action on the part of the government and employers. (129 pages)

2. **The Glass Ceiling and Persons with Disabilities.** David Braddock and Lynn Bachelder. Illinois University Affiliated Program in Developmental Disabilities, University of Illinois at Chicago.

This study analyzes the available literature regarding career advancement of persons with disabilities. It provides a rare focus on advancement and professional and managerial employment of this population. Representation of persons with disabilities in high level positions in the private sector is very limited. They are significantly underrepresented in lower management, or "pipeline" positions as well. The primary barriers for the lack of career advancement stem from inappropriate myths and stereotypes, environmental barriers, and limited access to assistive technology. Research on career advancement for persons with disabilities is extremely rare. (94 pages)

3. **The Glass Ceiling in Different Sectors of the Economy: Differences Between Government, Nonprofit, and For-Profit Organizations.** Lynn C. Burbridge, Wellesley College Center for Research on Women.

Using U.S. Census population tapes, this paper presents an historical perspective (1950-1990) of occupational status and earnings of professional, technical, and managerial employees by race/ethnicity and sex. The research is unique in that it examines glass ceiling issues in the context of a 3-sector model of the U.S. economy rather than in the traditional public/private context. In the past 40 years, both government and the not-for-profit sectors drew large numbers of minority and female workers. The percentage of female and male minority professional, technical, and managerial workers in the government and the not-for-profit sector was higher throughout this 40 year period than in the for-profit sector, with the exception of Asian males. (93 pages)

4. **Successful Initiatives for Breaking the Glass Ceiling to Upward Mobility for Minorities and Women.** Catalyst, New York, NY.

Factors necessary for successfully addressing glass ceiling issues are developed through specific case studies. Initiatives conducted by over 70 companies in the areas of leadership and career development, succession planning, job rotation, mentoring, accountability, work force diversity, and family friendly programs are summarized. Research shows that gender and racial bias at senior levels of corporate management centers around informal culture, selection and recruitment practices, task assignment, performance evaluation and salary decisions. Most corporations do not have the mechanisms in place to monitor appraisal and total compensation systems that determine salary, bonuses, incentives and perquisites for employees. While legislative and regulatory efforts have been relatively effective in gaining access to employment for minorities and women, they have not been as successful in advancing minorities and women to senior and executive leadership positions in companies. More research is needed to broaden the business case for diversity and to identify the variety of costs to organizations of not addressing the glass ceiling for minorities and women. (118 pages)

5. **Managing Diversity and Glass Ceiling Initiatives as National Economic Imperatives.** Taylor Cox, Jr. and Carol Smolinski. The University of Michigan.

This paper examines the connection between organizational economic performance and effective management of diversity. A review of pertinent literature and the authors own research provides conceptual arguments and research data regarding implications for the bottom line. Extensive notes. The researchers find that managing diversity can improve the cost structures of organizations and increase the quality of human resources. Diversity in workgroups can be leveraged to increase marketing effectiveness, creativity, innovation, and problem solving. Diversity requires managerial attention because differences among employees make supervision and work coordination more complex and challenging. For these reasons, the researchers conclude that organizations which excel at leveraging diversity will experience better financial performace in the long run than organizations which are not effective in managing diversity. (85 pages)

6. **The Impact of the Glass Ceiling on the Professions.** Amy Golen. This working paper discusses the impact of glass ceiling barriers on various professions, including legal, the sciences, and financial.

7. **The Impact of Corporate Restructuring and Downsizing on the Managerial Careers of Minorities and Women: Lessons Learned from Nine Companies.** Nancy Hamlin, Sumru Erkut, and Jacqueline P. Fields. Hamlin & Associates Inc., Marblehead, Massachusetts.

The paper presents the findings of a survey examining the restructuring and downsizing processes of nine large American companies, and their effects on the advancement opportunities for minority and women managers. In more than half of the companies surveyed, white women and minorities actually increased their representation in both absolute num-

bers and in proportion to white males between 1990-1994. The researcher concludes that it is not necessarily the case that whenever a company downsizes, proportionately more minority and female managers will lose their jobs. Companies simply do not have very many minority or female managers they can let go that would make a sizable impact on the magnitude of their managerial force. (48 pages)

8. **Barriers to Workplace Advancement Experienced by Women in Low-Paying Occupations.** Sharon L. Harlan and Catherine Waite Berheide. Center for Women in Government, State University at Albany.

This paper explores whether a glass ceiling exists for women in low-wage occupations. The authors use the results of a wide range of empirical research to identify and analyze barriers in the structure of work organizations, in their culture, and those external to work organizations. Educational systems that use gender, race, and class to ration access to first-rate education restrict future job opportunities for many women, minorities, new immigrants, and people from working class backgrounds. Nearly 70 percent of the full-time female labor force work in low-paying occupational categories.. The growth of the contingent work force is creating more part-time and temporary jobs in which women and African Americans are over-represented. The low-paying jobs with the largest number of female incumbents are not connected to any pipeline in the organization. Enforcement of rigid work schedules and lack of family sensitive employee benefits constrain women's promotional opportunities. (52 pages)

9. **Barriers to Workplace Advancement Experienced by Native Americans.** Keith James, Willie Wolf, Chris Lovato, and Steve Byers. Colorado State University.

An examination of historical, cultural, social, situational, and individual factors that have influenced patterns of Native American economic and occupational success. Presents employment patterns across tribes and within them by gender, excluding Native Alaskans and Aliuts. The authors also differentiate between rural and urban Native Americans. Figures from the U.S. Census show that while American Indians made gains in achievement of higher level organizational positions in the 1960s and 1970s, progress was halted and even reversed in the 1980s and 1990s. In the 1980 census, 9.6 percent of American Indian males held professional or technical positions; by 1990, this figure had fallen to 6.7 percent. Barriers to American Indian economic and occupational success include lack of educational attainment and lack of capital for tribal enterprises. (52 pages)

10. **Use of Enforcement Techniques in Eliminating the Glass Ceiling.** Jonathan S. Leonard. Walter A. Haas School of Business, University of California, Berkeley.

A review and analysis of available research and data examines how federal policies and practices have affected the advancement of minorities and women in the labor market, and suggests how they could be strengthened and improved. Historical record, the researchers say, suggests that to be effective, affirmative action policy requires governmental monitoring and sanctions. (93 pages)

11. **Barriers to the Employment and Work Place Advancement of Latinos** Mauricio Gaston Institute for Latino Community Development and Public Policy, University of Massachusetts at Boston.

Current research regarding the employment status of Latino/Latina workers and the barriers to their mobility and advancement are examined. The paper focuses on labor market factors as well as workplace organization in examining issues ranging from recruitment to language

to industrial restructuring. Despite gains in absolute numbers, the researchers find that for Latinos in managerial and specialty professions, they remain underrepresented. Hispanics are earning higher degrees in the fields necessary for advancement yet there are small numbers of Hispanic managers and professionals. Hispanics have the lowest full-time and full-year employment rate of any ethnic group and are disproportionately represented among displaced workers. (92 pages)

12. **An Examination of the Impact of Family-Friendly Policies on the Glass Ceiling.** Debra B. Schwartz. Families and Work Institute, New York.

A secondary analysis of data from *The National Study of the Changing Workforce*, a review of relevant research and business literature, and information from discussions with organizations and corporations. It explores access to family-friendly policies, the outcomes of the policies, and the impact of the use of leaves and flexible work arrangements on career advancement. Little research on the impact of family-friendly policies has been conducted. There is some evidence that the actual impact of using leaves and flexible work arrangements may be less detrimental to careers than is feared, the researchers report. Supervisor attitudes and company culture influence employee use of work-family policies. (51 pages)

13. **The Impact of the Glass Ceiling and Structural Change on Minorities and Women.** Lois B. Shaw, Dell P. Champlin, Heidi I. Hartmann, and Robert M. Spalter-Roth. Institute for Women's Policy Research, Washington, DC.

The recent changes in the U.S. economy and how these effect the prospects for women and minorities to enter and advance beyond entry-level positions in management is the focus of this literature review and

analysis. The authors explore corporate restructuring and industrial restructuring and identify possible outcomes which may occur. In spite of the problems that restructuring entails, the researchers report that minorities and women made gains at the managerial level during the 1980s. Women's share of the positions increased substantially, but the increase was much smaller for minority men. African Americans and Hispanics of both sexes continue to be seriously underrepresented in management. (41 pages)

14. **Impact of Recruitment, Promotion, Selection, and Compensation Policies and Practices on the Glass Ceiling.** Roosevelt Thomas and Jeff Porterfield. American Institute for Managing Diversity, Inc. Morehouse College.

Original data from cultural audits of private, governmental, and non-profit organizations performed by the American Institute for Managing Diversity augment a review and analysis of literature regarding personnel policies and practices and their impact on the advancement of minorities and women into mid-and upper-management positions. The researchers conclude that certain business/corporate policies and procedures inherently operate to produce and/or maintain the effects of a glass ceiling . These effects stem from formal organizational systems (such as policies and practices of recruitment and selection, performance appraisal, promotion/succession planning, compensation, and turnover) to informal systems (such as mentoring and cultural norms in an organization.) (94 pages)

15. **Race, Ethnic, and Gender Earnings Inequality: The Sources and Consequences of Employment Segregation.** Donald Thomaskovic-Devy. Department of Sociology, North Carolina State University.

How gender and race/ethnic segregation in the workplace are linked to

employment and advancement barriers is explored. From a review of relevant literature as well as his own research, the author examines issues including pay, job search patterns, hiring and promotion practices, and job stereotyping. Race/ethnic and gender employment segregation is widespread in the U.S. economy, according to the researcher. Both racial and gender occupational segregation and earnings inequalities have been reduced since the civil rights legislation of the 1960s, but reductions in inequalities are uneven, reversible, and incomplete. There is substantial discrimination in hiring by employers and their agents. This discrimination is both in choosing white or male candidates over minority or female candidates and steering all candidates to jobs that are believed to be appropriate not only to their education and experience, but to their race, ethnicity or gender. (72 pages)

16. **Preparedness, Career Advancement, and the Glass Ceiling,** Ellen D. Wernick, Glass Ceiling Commission, U.S. Department of Labor.

This review of relevant literature and government statistics analyzes the preparation of minorities and women for managerial positions and their resulting availability as executives. Focus is on educational preparation and developmental opportunities and requirements. Educational attainment is no guarantee to breaking glass ceiling barriers, according to the researcher. While more and more qualified minorities and women are attaining the necessary educational credentials, they continue to be overlooked or ignored for managerial promotions and developmental opportunities. Few companies have formal succession or executive development plans. Most rely on informal practices and procedures that reinforce racial, ethnic, and gender stereotypes and biases. (33 pages)

17. **Barriers to Work Place Advancement Experienced by Asian Americans.** Deborah Woo. Institute for the Study of Social Change, University of California at Berkeley.

This unique research review provides a comprehensive analysis of the status of Asian Pacific American managers and professionals. The paper examines employment in industry, government, and academia, with a large section on educational issues. Includes an historical overview of Asians in the U.S. labor market since the mid 1800s. While many Asian Americans are highly educated and occupationally successful, glass ceiling barriers exist for them, according to the researcher. And the success of Asian Americans as entrepreneurs may mask the reality that self-employment is taken up as a result of blocked mobility in mainstream areas of employment, especially at the executive levels. The researcher finds that Asian American educational attainment is not matched by comparable access to professional jobs which permit upward mobility in the long run. Glass ceiling barriers exist for Asian Americans precisely in those work contexts where we might reasonably expect their professional concentration to lead to greater managerial representation, i.e. science, engineering, and other technical professions. (160 pages)

18. **Barriers to Work Place Advancement Experienced by White Women Workers.** Bette Woody and Carol Weiss. The Trotter Institute, University of Massachusetts, Boston.

A literature review and data analysis of the status of white women managers and the barriers to their advancement. Includes original survey results on corporate programs and policies and senior women managers' perceptions from authors' related research. (106 pages). Separate annotated bibliography. Despite progress, the researcher reports that the proportion of women at the top of business hierarchies remains nearly unchanged after three decades. Compensation patterns reflect the concentration of women in entry level positions. Gains in entry level management by white women has failed to result in promotions to positions of authority and power at the top of corporate America. Despite

identical educational attainment, ambition and commitment to careers, and starting with similar status and starting salaries, research has shown that women and men experienced very different progressions over time with men progressing faster and ending in higher status positions with substantially higher compensation. (52 pages)

19. **Report on Six Focus Groups With Asian, Black, and Hispanic Executives in Three Cities On Issues Related to The Glass Ceiling in Corporate America.** Lucius S. Henderson, III. RIVA Market Research, Inc.

Focus groups show that while different groups experience glass ceiling barriers in different ways, some similarities exist. All saw the term "minority" as pejorative. All saw self-motivation and community support as crucial. All expressed some of skepticism about the effectiveness of government actions, but urged that laws and policies already on the books be strictly and fairly enforced. All expressed that entrepreneurial activities were their "private" solution to the glass ceiling.

20. **In Their Own Words: CEO Views of Diversity at the Top.** Georgianna McGuire and Siobhan Nicolau. Hispanic Policy Development Project.

Interviews with 25 CEOs from broad range of companies revealed that the message of diversity at the top was good for business was broadly accepted. Most CEOs continue to see the glass ceiling only in terms of women, that women were faring better than minority males, that merit and ability were the overriding factor in selecting people for top level jobs, and that overt discrimination and bias are unacceptable.

SECTION VIII

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